

# USDA



## USDA APHIS Veterinary Services Emergency Preparedness and Response Training and Exercise Strategy and Plan

Fiscal Years 2025-2027





## Preface

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The U.S. Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) Veterinary Services (VS) leads the way in helping our nation prepare for potential animal health emergencies that can threaten the U.S. economy and/or animal agriculture industries. The USDA, as the lead federal agency for responding to animal disease outbreaks, works in partnership with state, tribal, and territorial animal health officials and animal agriculture industries, to provide leadership and support for national, regional, and state-specific responses. VS is the branch of the USDA charged with providing the technical lead for the federal response to animal agriculture health emergencies. VS and the other branches of the USDA can also provide support in emergencies or disasters where the USDA is not the lead federal agency. To meet its missions and roles of providing technical leadership and guidance, VS relies on a robust program of training and exercises to achieve and maintain its levels of preparedness and capacity to provide support. This program is the VS National Training and Exercise Program (NTEP).

The VS NTEP follows the principles of the U.S. Department of Homeland Security (DHS) National Incident Management System (NIMS) and the Homeland Security Exercise and Evaluation Program (HSEEP). All VS units are engaged and collaborate with external stakeholder emergency responders throughout the training and exercise planning process. This process began in FY 2014 and is conducted annually to refine the VS Emergency Preparedness and Response Training/Exercise Strategy and Plan (TEP).

VS will continue to enhance its capabilities to prepare for and respond to animal health emergencies. A well-conceived training and exercise strategy and a methodical multi-year plan provide the roadmap that guides VS through the preparedness cycle to achieve its preparedness and response mission and goals.

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## Program Highlights

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### *Accomplishments Report*

The VS NTEP is jointly managed by the VS Strategy and Policy (S&P) and Professional People Training (PPT) Units with guidance from the 39-member VS NTEP core planning team. The core planning team is composed of representatives from each VS organizational business unit, multiple APHIS programs, and state partners.

The USDA APHIS VS TEP provides a detailed roadmap to enhance emergency response capabilities and identify training and exercise priorities and objectives that support the VS emergency preparedness strategy. The VS TEP adds practical value by outlining a multi-year schedule of training and exercise Events directly linked to its priorities and objectives.

Despite the continuing Highly Pathogenic Avian Influenza (HPAI) response, Fiscal Year (FY) 2023 was an active year for the VS NTEP. In FY 2023, there were 92 training and exercise (T&E) activities conducted. These activities aligned with the VS NTEP priorities and objectives. Thirty of these activities were external stakeholder emergency response activities and 62 were VS NTEP Events. All Events engaged both VS and external emergency response stakeholders to the extent possible. Events included both training initiatives and HSEEP-compliant exercises. Workgroups were formed for each Event and participation was open to VS NTEP team members, subject matter experts, industry, and other stakeholders impacted by the Event. Workgroups met regularly throughout the year, primarily through virtual means, to address the Program's goals and objectives. Over the last 11 years, on average annually, the VS NTEP has relied on more than 250 individual volunteers, working on 60 Events, and delivering more than 10,000 hours of support. On average, each VS NTEP volunteer participates in three to four workgroups each year. Many of the VS NTEP Events result in the development of generic training or exercise materials that can be used by all stakeholders.

In FY 2023, the VS NTEP responded to 88 requests for generic exercise or training materials, and relied on more than 200 volunteers working more than 5,000 support hours on 49 events outlined in the VS Training and Exercise Plan (TEP). APHIS, state cooperators, and laboratory personnel developed the National Animal Health Laboratory Network (NAHLN) Response and Coordination Tabletop Exercise, engaging reference laboratories and 45 laboratories in 36 states to validate existing procedures related to accessioning, analysis, and reporting of results for samples submitted in response to an African Swine Fever outbreak.

In addition to the NAHLN Response and Coordination Tabletop Exercise which engaged reference laboratories and 45 laboratories in 36 states to validate existing procedures related to accessioning, analysis, and reporting of results for samples submitted in response to an African Swine Fever outbreak; VS NTEP volunteers completed the Beef Packer Response Plan Development Workshop, Beef Packer Response Tabletop Exercise, and Livestock Market Response Workshop and drafted the 2022 Highly Pathogenic Avian Influenza (HPAI) Response Overarching After-Action Report and Improvement Plan.

VS recognizes the wisdom in developing a VS NTEP strategy and identifying program-wide VS NTEP priorities to assure its emergency preparedness and response mission will continue to be achieved. Implementing the strategy and plan proved to be of great value for numerous high/low pathogenicity avian influenza emergency responses, the 2016 New World Screwworm

emergency response, the 2018-2020 Virulent Newcastle Disease (vND) emergency response, the 2018 Agriculture Resource Management and Response (ARMAR) Functional Exercise, 2019 Swine Fever Exercise for Agricultural Response (SFEAR) Functional Exercise, and the 2021 Foreign Animal Disease Southern Agriculture Functional Exercise (FAD SAFE). This preparedness process continues to build response capabilities as described in the 20 VS Foreign Animal Disease Preparedness and Response Plan (FAD PReP) critical activities.<sup>1</sup> This, in turn, enhances the Nation's preparedness to respond effectively to the next high-consequence foreign animal disease (FAD)/emerging disease incident (EDI) and/or pest response requiring emergency responders for multiple rotations.

### ***Current Plan Highlights***

The VS NTEP hosted its annual Training and Exercise Planning Workshop (TEPW) on April 2-3, 2024. The workshop was held in Raleigh, North Carolina, and participants who could not travel participated virtually, through the Microsoft Teams™ video conferencing platform. During the workshop, the VS NTEP core planning team reviewed and revised its three-year training and exercise plan, including the strategy, priorities, objectives, and Events to enhance response preparedness throughout the animal health community.

The Events identified in the VS TEP address key program priorities: building the VS NTEP program, training VS and external stakeholder emergency responders, and exercising VS and external stakeholder emergency responder capabilities. Consideration of these priorities provided opportunities to create new workgroups to address unmet needs. During the FY 2024 TEPW, the core planning team identified nine new Events focusing on differences between HPAI, ASF, and FMD outbreaks; incident management team continuity of operations; communication and coordination between agencies regulating feral swine and agencies regulating milk and meat processing plants; commodity-specific training; carcass disposal training; vaccination policy; including VS Training Coordinators on VS IMTs; controlled marketing during a FAD; and biosecurity.

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<sup>1</sup> [https://www.aphis.usda.gov/sites/default/files/generic\\_critical\\_activities\\_rrg.pdf](https://www.aphis.usda.gov/sites/default/files/generic_critical_activities_rrg.pdf)

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## **VS Training and Exercise Strategy**

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### ***Introduction***

The Animal Health Protection Act gives VS the authority and provides the foundation for animal health emergency preparedness and response activities. VS has a long history of responding to animal health emergencies and incidents, and it continues its mission of supporting the prevention and control of select domestic diseases and FADs that threaten U.S. public health, animal health, animal agriculture, the food supply, and the economy. The HPAI outbreak that devastated poultry producers during the winter of 2014 and spring of 2015 was the worst animal disease event in U.S. history until HPAI re-emerged in February 2022. The 2014-2015 outbreak affected more than 48 million birds in 21 states before the final infected flock detection on June 17, 2015. As of May 2024, the current HPAI outbreak has impacted 49 states and caused the depopulation of more than 91 million birds. These two outbreaks, and the 2018-2020 vND outbreak in California, fully engaged state and federal response agencies. The broad scope of these outbreaks stressed federal, state, and industry resources and identified areas where greater coordination, preparation, and communication were needed.

Federal, state, tribal, territorial, private sector, non-governmental organizations, and other partners, expect VS to continue leading emergency preparations and responses to FAD and EDI, and to provide support for other animal health incidents. Comprehensive T&Es build skills and provide much-needed practice before an actual incident occurs. VS recognizes the wisdom in refining its T&E strategy and identifying program-wide T&E priorities to assure that its emergency preparedness and response mission continues to be improved. This process is particularly important considering periodic reductions in agency resources. Disease outbreaks, new and emerging diseases, and other national events will continue to drive changes in response strategy and resource requirements.

Preparing VS employees to serve as animal health emergency responders through targeted T&E Events not only meets VS leadership and guidance obligations but also provides VS with capabilities to potentially support other incidents when it is not the technical lead agency. The VS emergency preparedness and response strategy is to prepare, through training and exercises, for a high-consequence FAD, EDI, or pest emergency requiring a comprehensive response over a prolonged period.

### ***VS Training and Exercise Team***

The VS Executive Team supports the VS NTEP process using a team approach of providing representatives from each VS unit and encouraging external stakeholder emergency responders to participate. A representative from the VS PPT and an NPIC Staff Officer co-lead the core planning team. Representatives of federal supporting agencies and multi-state alliances are also included on the core planning team. See Appendix A for a list of members on the VS NTEP core planning team for FY 2024.

The VS NTEP core planning team conducted its annual VS TEPW in April 2024 in Raleigh, North Carolina. This meeting was held in-person; however, arrangements were made for virtual participation as well. The workshop updated the T&E strategy and plan.

The workshop successfully met its objectives to:

1. Refine the VS strategy that provides the foundation for VS T&Es and helps VS and external partners to enhance their emergency preparedness and response capabilities.
2. Identify T&E priorities, objectives, and events that support the VS preparedness strategy; consider lessons learned from responses to emergency incidents and action items from the VS Corrective Action Program (CAP).
3. Outline a multi-year schedule of implementable T&E events that are linked to the Program's priorities and objectives.
4. Employ a progressive series of T&E activities that build specific capabilities in a cycle of escalating complexity.

The outcome of the annual VS TEPW is this document, the updated multi-year VS TEP<sup>2</sup>.

The VS NTEP core planning team is active year-round and serves as a cross-business team, across all VS units, and as a liaison to external stakeholder emergency responders. To maintain a high level of situational awareness and continuity, the program co-leads ask core planning team members to make a three-year commitment with the option to renew membership at the end of their term. Each member must serve on a working group for at least one VS NTEP Event. The core planning team also functions as a sounding board and advisor for training and exercise inquiries, including, for example, the extent of VS involvement in training and exercise events sponsored by external organizations, and developing appropriate corrective actions for improvement plans.

## ***VS Strategy and Policy***

The VS S&P organization provides science-based strategy, policy, and partnerships to safeguard and promote animal health, American agriculture, and the international movement of animals and animal products. The S&P unit oversees national preparedness and incident coordination through the NPIC.

The VS NTEP supports the NPIC vision of creating a national alliance for protecting animal agriculture and improving the overall capacity to respond to emergencies and disasters. The VS NTEP works to prepare response personnel through training and exercises, fostering the development or refinement of plans, policies, procedures, and capabilities that meet FiOps customers' needs. Moreover, the VS NTEP helps the S&P organization meet the following goals:

- Form a culture of internationally recognized experts able to meet the evolving needs of animal health and integration with public health.
  - Make training a priority and encourage employees to attain their professional goals.
- Strengthen and integrate preparedness and response services.
  - Conduct comprehensive response training and exercises.

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<sup>2</sup> [https://www.aphis.usda.gov/aphis/ourfocus/animalhealth/sa\\_training\\_and\\_development/vstep/vstep-webinars](https://www.aphis.usda.gov/aphis/ourfocus/animalhealth/sa_training_and_development/vstep/vstep-webinars)

The VS FAD PReP mission is to raise awareness and expectations and develop capabilities surrounding FAD preparedness and response. VS has identified 20 critical activities, listed below, that may be required to execute and support a successful FAD response and mitigate an outbreak. These critical activities provide the framework for developing disease-specific standard operating procedures (SOP), response plans, and associated guidance. The list of critical activities also identifies the capabilities VS emergency personnel must develop and maintain to effectively respond to a FAD or EDI.

### ***VS Critical Activities***

- Surveillance
- Diagnostics
- Epidemiological Investigation and Tracing
- Information Management
- Communication
- Health and Safety and Personal Protective Equipment
- Biosecurity
- Quarantine and Movement Control
- Continuity of Business
- Regionalization for International Trade
- Mass Depopulation and Euthanasia
- Disposal
- Cleaning and Disinfection
- Vaccination
- Logistics
- Wildlife Management and Vector Control
- Animal Welfare
- Modeling and Assessment Tools
- Appraisal and Compensation
- Incident Management

### ***VS Professional People Training***

As a part of the Resources, People and Services (RPS), People Operations (PO) unit, PPT provides key functions for VS emergency management training. PPT staff:

- Work closely with VS management to ensure that emergency management education and training needs are met. This is done in partnership with the APHIS Emergency Management Safety and Security Division (EMSSD).
- Develop, deliver, facilitate, and evaluate learning through various distribution methods, including classroom, webinar, video conference, laboratory, and online (AgLearn).
- Support foreign animal disease training.

### ***VS Field Operations and VS Diagnostics and Biologics***

Although the VS S&P and PPT units lead the program's emergency management training and exercise initiatives, the VS FiOps and Diagnostics and Biologics units (D&B) are also engaged throughout the process. Both units have representation on the VS NTEP core planning team. Moreover, specific FiOps and D&B T&E events are solicited for inclusion in the VS TEP and multi-year schedule and receive full VS support. The VS NTEP upholds the FiOps mission to develop and maintain a competent and highly trained workforce. The VS NTEP incorporates D&B in its processes through inclusion of NVSL and NAHLN functions in many of its larger exercises.

## **VS Strategic Foundations and New Strategic Directions**

VS leads T&E efforts with engagement from all four VS business units (FiOps, S&P, RPS, and D&B) in collaboration with external stakeholder emergency responders. Leaders of all VS units are requested to review, comment, approve, and support the VS TEP each year.

The VS NTEP strategy supports the strategic foundations and new strategic directions outlined by VS. *VS Strategic Foundations and New Strategic Directions* sets three strategic foundations, relevant to the VS NTEP, quoted below:

- *Our People. VS' most important organizational asset is its talented and motivated staff who are recognized for excellence from local to global levels.*
  - *VS will strengthen this organizational foundation by investing in its employees and supporting them as they deliver VS' mission and respond to changing animal health issues and customer needs. Developing VS' workforce for the 21<sup>st</sup> century is critical to VS' success as it modernizes its services and progresses in new directions.*
- *Purpose Driven Organization. VS protects the health and marketability of animals to ensure the prosperity of American producers.*
  - *VS excels when it focuses on its purpose. Remembering why VS does what it does and the positive impact it has on society unleashes the Can Do! spirit for which VS is known.*
  - *As a purpose driven organization, VS is continually striving to help its customers, improve its services, and tackle new problems. It is committed to aligning its business processes, workflow, and internal systems to ensure that they are serving its purpose.*
- *Its Role as a Federal Partner. VS will strengthen partnerships with government and private entities to protect animal health and assure that its work is focused on areas that VS, as the national animal health authority, is uniquely qualified to perform.*
  - *VS will continue to foster cooperative approaches to solve problems and assure that its federal role is appropriate and promotes investment and action by state and local governments and the private sector.*
  - *VS will collaborate across the animal health community and prioritize federal investments to protect animal health and foster realistic expectations for using taxpayer resources to address critical national animal health concerns.*

In addition to the strategic foundations, the VS TEP strategy supports VS' new strategic directions. Those directions most relevant to building a comprehensive and targeted emergency preparedness and response T&E strategy are:

- *Develop VS' Workforce. VS will ensure that its workforce has the 21<sup>st</sup> century skills and knowledge to serve its customers and provide science-based solutions to address animal health problems effectively and efficiently.*
- *Emerging Disease and One Health. VS will engage in emerging disease and one health issues, providing veterinary perspectives in diverse collaborations and providing*

*veterinary expertise to investigate, analyze, and respond appropriately to resolve problems.*

- *Partner with Producers.* VS will partner directly with producers and their veterinarians to deliver valued services and expertise to enhance producers' capacity to protect and improve animal health.

## **APHIS Strategic Plan**

APHIS programs collectively maintain the capability to prepare for and lead the federal response to animal and plant health emergencies. The *USDA APHIS Strategic Plan 2023-2027*<sup>3</sup> identifies six strategic goals that articulate APHIS' priorities. These goals contain 28 objectives, include major programmatic efforts, and cover the programs and services that APHIS administers. To support the objectives of each goal, APHIS employs numerous proven tactics in the programs. The VS NTEP supports the following USDA APHIS strategic goal, objective, and tactics.

- *Goal 1: Protect agriculture from plant and animal diseases and pests.*
  - *Objective 3: Ensure effective emergency preparedness and response.*
    - *Develop an adequate number of highly trained core responders.*
    - *Coordinate, deliver, and document National Incident Management System and Incident Command System training for APHIS Incident Management Teams and volunteers.*
    - *Provide enhanced learning opportunities to ensure emergency responders can quickly assess risks and opportunities in emergency situations and integrate emergency response efforts into business services delivery.*
    - *Improve communication with stakeholders and trading partners during disease and pest outbreaks and proactively engage Tribes.*
    - *Engage government and industry partners in preparedness exercises.*
    - *Continue to ensure personnel are highly trained in areas of animal diseases, plant pests and diseases, and all-hazard response and develop more personnel capacity to address emergency tour-of-duty response requests.*

APHIS delivers an Incident Command System (ICS) curriculum that focuses on the development of the APHIS Plant Protection and Quarantine (PPQ) and VS Incident Management Teams (IMT). For personnel who are not members of a VS IMT, the Emergency Preparedness Committee (EPC) approved the following priority schedule for additional ICS resource development:

- *Priority 1 personnel: APHIS IMT members in ICS positions.*
- *Priority 2 personnel: Single resources in the APHIS Volunteer Emergency Response Readiness Corps (VERRC).*

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<sup>3</sup> [https://www.aphis.usda.gov/about\\_aphis/downloads/aphis-strategic-plan.pdf](https://www.aphis.usda.gov/about_aphis/downloads/aphis-strategic-plan.pdf)

- *Priority 2.a. APHIS employees with IMT or ICS position experience who are willing to serve on an APHIS IMT or a similar APHIS program's response team.*
- *Priority 2.b. APHIS employees with advanced and/or position-specific ICS training, who are willing to serve on an APHIS IMT or a similar APHIS program's response team.*
- *Priority 2.c. APHIS employees who have an interest in and are willing to serve on an APHIS IMT or a similar APHIS program's response team.*
- *Priority 3 personnel: APHIS partners in government, including federal, state, and local government employees.*

APHIS recommends that personnel consider additional training opportunities through the Federal Emergency Management Agency's (FEMA) Emergency Management Institute (EMI) and local outlets (e.g., state emergency management agencies, fire departments, etc.). APHIS recognizes that capabilities developed to respond to emergencies under statutory authorities, such as subject matter expertise for animal emergency response, may be used, if available, to support other incidents.

On September 18, 2015, APHIS issued a report on planning and preparations for HPAI in advance of a potential recurrence of the disease. The Fall 2015 HPAI Influenza Preparedness and Response Plan outlined key areas that captured experience from the 2014-2015 HPAI response efforts, epidemiologic studies, and feedback and input from state partners, industry, academia, and other stakeholders. The VS NTEP supports the following two key areas of this APHIS plan as it believes they are timeless and cannot be set aside:

- Enhancing preparedness.
- Improving and streamlining response capabilities.

In March 2024, APHIS issued the 2022-23 Highly Pathogenic Avian Influenza Response Overarching After-Action Report and Improvement Plan which continued to affirm the priorities set forth in the Fall HPAI Influenza Preparedness and Response Plan.

### **National Security Memorandum 16**

National Security Memorandum 16<sup>4</sup>, which replaced Homeland Security Presidential Directive 9 in November 2022, designates agriculture as critical infrastructure in the United States. The agriculture industry, which is primarily owned and operated by the private sector and non-federal entities, is vulnerable to disruption and damage from global and domestic threats. The memorandum directs USDA to work with external agencies to protect and prepare the food and agriculture industry for threats that may be catastrophic or result in a high-consequence incident through providing, improving, and updating training programs in FADs, epidemiology, and public health through webinars, workshops, exercises, and other activities relevant to catastrophic or high-consequence events.

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<sup>4</sup> <https://www.whitehouse.gov/briefing-room/presidential-actions/2022/11/10/national-security-memorandum-on-on-strengthening-the-security-and-resilience-of-united-states-food-and-agriculture/>



The VS organization provides opportunities to align resources in support of its program-wide preparedness and response vision, mission, core values, and goals. Resources must be dedicated to supporting the implementation of the VS NTEP if the VS priorities are to be upheld. This includes substantial support to plan, implement, and manage VS T&Es and the fiscal resources for personnel to participate in T&E events. Securing resources, in the current context of the organization's competing interests and shrinking budgets, continues to be a challenge.

The VS Emergency Preparedness and Response (EPR) budget funds the T&E priorities, objectives, and events in the VS TEP. The VS NTEP core planning team develops a prioritized budget for activities in the current fiscal year and beyond, that must be approved in the annual budget planning process.

### ***VS Training and Exercise Partnerships***

The VS NTEP emphasizes the use of partnerships to build the capabilities of VS and its response partners. VS, state emergency responders, NAHLN laboratories, private-sector veterinarians, tribes, territories, and industry help to influence the success of the VS NTEP and build a cohesive response capacity. This allows the integration of VS and external stakeholder emergency responders in all aspects of training and exercising, at all levels within the partnerships. Additionally, sharing information and resources within the partnerships enhances the preparedness and response capabilities for VS and its partners.

### ***VS Training and Exercise Accountability***

Historically, VS has freely provided emergency preparedness and response training to VS employees with little regard to their capability or desire to deploy for an emergency response or to teach others. A lesson learned during the 2014-2015 HPAI response was that not all VS employees trained to perform an emergency response function were deployable. With the onslaught of T&E requests from the aftermath of the HPAI response, VS can no longer afford to train personnel indiscriminately. Moving forward, the VS NTEP has focused T&E opportunities on identified preparedness needs and it requests that trainees be accountable as deployable assets, and share their training with local, state, and federal stakeholders.

VS is investing in trainees who can be deployable as a VS District and/or national asset in the event of an emergency response. Although efforts are made to accommodate a deploying responder's existing work commitments, by their nature, emergencies may require sacrificing convenience or day-to-day assigned duties. Participants in face-to-face T&E events are requested to acknowledge that they are receiving training and enhancing their competencies as a VS District and/or nationally deployable asset during an animal health emergency incident. As such, they understand that they may be requested to deploy as an emergency responder and use the knowledge, skills, and abilities they develop.

VS is investing in trainees who will commit to sharing the information they learn in T&E events with internal and external stakeholder emergency responders through a variety of modalities using a train-the-trainer approach. This information sharing can be accomplished through emails, teleconferences, webinars, or face-to-face meetings. All VS NTEP event participants are requested to share materials they receive and information they learn from T&E events with other emergency responder colleagues, both within APHIS and external to APHIS.

## **Conclusion**

The 2014-2015 HPAI, 2018-2020 vND, and the 2022-2024 HPAI outbreaks have resulted in significant impacts to poultry producers, allied industries, federal and state governments, and the American consumer. A robust T&E program is vital to maintain readiness for such large-scale emergencies. Training provides critical knowledge, skills, and abilities to respond to emerging or other animal diseases; and exercises provide a mechanism for response personnel to practice and apply what they have learned, outside of a real emergency.

The VS TEP strategy is designed to enhance the preparedness of VS and its partners to respond to livestock and poultry health incidents. This strategy follows the principles of the HSEEP and embraces a strong alliance with external stakeholder emergency responders. The VS TEP strategy is twofold:

1. Train and exercise in tandem and collaboration with external stakeholder emergency responders using the same organization, roles, and critical activities to address real FAD/EDI emergency incidents.
2. Build response capabilities within the VS Districts and VS IMTs.
  - a. Build support capabilities within VS Units to assist VS Districts and VS IMTs.
  - b. Implement processes to encourage and solicit stakeholder participation in VS District and VS IMT events.

This strategy includes creating tools, templates, and resources that, when possible, can be shared nationally. The VS TEP FY 2025-2027 Plan presented herein is intended to support these strategic initiatives and outline a three-year implementation of VS NTEP priorities, objectives, and specific events.

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## VS Training and Exercise Plan (TEP) FY 2025-2027

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### *Purpose*

The purpose of the VS TEP is to translate the VS preparedness strategy, goals, and priorities into specific, actionable T&E activities that are coordinated on a multi-year schedule. The VS TEP:

- Identifies priorities in accordance with the VS preparedness and response strategy.
- Aligns with both the VS emergency critical activities and the national preparedness goals core capabilities<sup>5</sup> to achieve those priorities.<sup>6</sup>
- Outlines a multi-year schedule of T&Es to enhance and validate VS emergency preparedness and response capabilities.
- Employs a progressive series of T&E activities that focus on specific emergency preparedness and response capabilities in a cycle of escalating complexity.

Personnel need thorough training and adequate equipment before their role in an emergency incident can be effectively exercised. Because ICS training is the foundation of emergency response, it is imperative that VS employees identified as emergency responders are familiar with NIMS principles and ICS organization. However, ICS knowledge, skills, and abilities will not be institutionalized unless ICS is routinely practiced and exercised.

Many training courses and curricula exist that address identifying, investigating, and responding to an outbreak of a FAD/EDI. Courses vary from teaching threat awareness to technical skills and procedures necessary to stop an outbreak of disease. Foreign Animal Disease Diagnosticians (FADD) need opportunities to maintain their skills after training at the Foreign Animal Disease Diagnostics Laboratory (FADDL), Plum Island, NY. VS Guidance 12000.3 on FADD certification requirements, issued March 26, 2018, requires FADDs to complete a minimum of one course, or training opportunity, or participate in one VS NTEP Event each year to retain FADD certification.

Exercises provide opportunities to practice training and implement plans and procedures in a no-fault learning environment outside of an actual emergency. Exercises also allow responders, senior officials, and others to validate training and practice strategic and tactical skills. All seven types of HSEEP exercises should be conducted using a progressive planning approach. The type of exercise that best meets VS requirements is identified through analysis of existing capabilities; gaps and lessons learned from previous training and exercise events; and resources available for exercise design/development, conduct, evaluation, and improvement planning. See Appendix C: HSEEP Exercise Types for a brief description of each type of exercise.

Implementing the updated VS TEP at the beginning of each fiscal year will sustain a methodical approach to increasing VS response capabilities and identifying areas for improvement. As the plan is implemented, available T&E materials will be leveraged, or new materials will be developed that address critical gaps. Well-planned and executed events will be delivered to further enhance the knowledge, skills, and attributes required to respond effectively and efficiently. The VS NTEP is a component of the APHIS and USDA T&E initiatives.

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<sup>5</sup> <https://www.fema.gov/core-capabilities>

<sup>6</sup> See Appendix B: National Preparedness Goal Core Capabilities

## Priorities, Objectives, and Events

The VS TEP forms the basis for coordinated T&E Events to prepare the VS staff, its support personnel, and external stakeholder emergency responders to respond to a real emergency. The VS TEPW held in April 2024 validated three FY 2025-2027 T&E priorities, with specific objectives that support each priority. Specific T&E events are enumerated for each objective. It is important to understand that the VS National Veterinary Stockpile (NVS) program maintains a separate multi-year T&E strategy and plan to support its logistics preparedness and response priorities, objectives, and events. *The National Veterinary Stockpile Fiscal Year 2023-2025 Training and Exercise Strategy and Plan* and APHIS Directive 1810.2 (*APHIS National Incident Management System Training and Exercise Program*) are considered companions of the VS TEP.

In the event of a FAD outbreak in the U.S., the FAD PReP outlines three response goals:

1. *Detect, control, and contain the FAD in animals as quickly as possible.*
2. *Eradicate the FAD using strategies that seek to stabilize animal agriculture, the food supply, and the economy; and protect public health and the environment.*
3. *Provide science- and risk-based approaches and systems to facilitate continuity of business for non-infected animals and non-contaminated animal products.*

The VS TEP is linked to these FAD PReP goals and is designed to build and test response capabilities associated with FAD PReP critical activities, through a series of training events and increasingly complex exercises.

VS NTEP event numbers carry over year to year. Once an event is completed, the number is retired. This allows the VS NTEP to maintain an accurate list of events that have been conducted in the past.

The VS NTEP initiative was established in FY 2014 within the VS S&P/NPIC Unit in close collaboration with the VS RPS/PO/PPT Unit. A top priority for the program continues to be institutionalizing the VS NTEP initiative in APHIS, making it sustainable, maintaining its organization, mission, goals, functions, resources, and budget processes.

### Priority 1: Build the VS NTEP Program

Objective 1.1. Institutionalize the VS NTEP within VS.		
Event	Justification	Timeline
Event 1.1.1. Advance the plans to organize, hire VS personnel, and acquire other necessary resources to support and sustain the program.	This Event is critical to the maintenance and success of the VS NTEP.	FY 2025-2027
Event 1.1.2. VS NTEP team conducts a VS TEPW each spring to identify the VS NTEP strategy, priorities, objectives, and resources for the next three years.	This Event is in accordance with HSEEP guidance and critical to the success of the VS NTEP.	FY 2025-2027

Objective 1.1. Institutionalize the VS NTEP within VS.		
Event	Justification	Timeline
Event 1.1.3. Publish a multi-year VS TEP each year by October 1.	This Event is in accordance with HSEEP guidance and critical to the success of the VS NTEP.	FY 2025-2027
Event 1.1.4. Implement the updated VS NTEP beginning October 1 of each year.	This Event is in accordance with HSEEP guidance and critical to the success of the VS NTEP.	FY 2025-2027
Event 1.1.5. Assess technologies and processes to support virtual training and exercises. a. Monitor technologies that could assist in the advancement of the VS NTEP Mission. b. Inform the workgroup on technologies available and associated costs.	This Event was first initiated in FY 2015 for exercises only and now encompasses training as well.	FY 2025-2027
Event 1.1.6. Assist VS personnel to participate in external stakeholder exercises and trainings.	<b>Formerly Event 3.3.6.</b> Expanded to include training at the FY 2018 VS TEPW.	FY 2025-2027

Objective 1.2. Solicit input for T&E planning.		
Event	Justification	Timeline
Event 1.2.1. Request feedback and input from all VS units and external stakeholder emergency responders on the VS NTEP priorities, objectives, and events for consideration in the VS TEP.	This Event is essential to synchronize the VS TEP with the needs of the VS program and external stakeholder emergency responders.	FY 2025-2027
Event 1.2.3. Market, promote, and raise awareness of the VS NTEP to VS and external stakeholder emergency responders.	<b>Formerly Event 2.2.1.</b> This is an essential part of maintaining interest in and institutionalizing the VS NTEP.	FY 2025-2027

<b>Objective 1.3. Adopt a process for VS NTEP improvement planning.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 1.3.1. Maintain an effective CAP to ensure that improvement plans from responses and exercises are implemented, corrective actions are tracked to completion, and tangible preparedness improvements are documented, distributed, and implemented. Corrective action items are prioritized and brought to VS TEPW.	This Event was modified at the FY 2019 VS TEPW to focus on the development of CAPs specific to exercises. A program has already been developed focused on emergency response events. This is an essential part of maintaining the continual improvement of VS capabilities.	FY 2025-2027
Event 1.3.2. Support state and federal responders to the 2022-2024 HPAI response through the corrective action and improvement planning process.	This Event came out of the FY 2022 VS TEPW. Corrective actions and improvement plans are essential in the improvement of VS and external stakeholder emergency responder capabilities.	FY 2025

<b>Objective 1.4. Market, promote, and sustain completed VS NTEP events.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 1.4.1. Market and maintain exercise materials previously developed by the VS NTEP.	States, agencies, and other stakeholders should be encouraged to utilize existing exercises. A complete list of items available for use is available in Appendix D.	FY 2025-2027
Event 1.4.2. Market webinars previously developed by the VS NTEP.	States, agencies, and other stakeholders should be encouraged to utilize existing webinars. A complete list of items available for use is available in Appendix D.	FY 2025-2027

<b>Objective 1.4. Market, promote, and sustain completed VS NTEP events.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 1.4.3. Update existing training and exercise materials with new VS policies.	This Event came out of the FY 2023 VS TEPW. Updating existing materials with new VS policies will ensure that the VS and external stakeholder emergency responders requesting materials have the most up-to-date information when conducting trainings or exercises.	FY 2025-2027

<b>Objective 1.5. Support efforts of the National Animal Disease Preparedness and Response Program (NADPRP).</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 1.5.1. TEP workgroup members support the National Animal Disease Preparedness and Response Program (NADPRP) by engaging with state partners and supporting project plans approved by the NADPRP for implementation.	VS NTEP workgroup member experience with training and exercises is key to supporting NADPRP.	FY 2025-2027
Event 1.5.2. Support NADPRP by identifying completed projects for webinars to assist other VS and external emergency response stakeholders in preparedness efforts.	This Event came out of the FY 2023 VS TEPW.	FY 2025-2027

**Priority 2: Train VS and External Stakeholder Emergency Responders**

<b>Objective 2.1. Leverage existing training and exercise programs to raise awareness and encourage participation.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 2.1.3. Encourage participation in the European Commission for the Control of Foot-and-Mouth Disease (EUFMD) and African Swine Fever courses. These are available both as online courses and field courses.	These courses were discussed at the FY 2017 VS TEPW as an educational opportunity open to VS staff. Starting in FY 2020, funding for VS personnel to attend a virtual training customized for Canada is provided.	FY 2025-2027

Objective 2.1. Leverage existing training and exercise programs to raise awareness and encourage participation.		
Event	Justification	Timeline
Event 2.1.5. Identify training applicable to FAD response and raise awareness on the availability of the training. Include update of VS Guidance on FADD continuing education to incorporate TEP FADD Drills.	This Event came out of the FY 2019 VS TEPW. Specifically, there was a discussion on available training on biosecurity, epidemiological investigations, and response mental health issues that could be utilized by FAD responders.	FY 2025-2027
Event 2.1.8. Develop and deliver a virtual training series focusing on best practices when developing foreign animal disease response plans. The training series will include using lessons learned from FAD responses to update response plans.	This Event was suggested at the FY 2021 VS TEPW. During the 2024 TEPW, the planning team identified developing a list of planning best practices and an associated webinar as the next focus of this workgroup.	FY 2026
Event 2.1.9. IMT-Plus task-specific training: Develop and deliver carcass composting training for Composting Subject Matter Experts (SME).	<b>Formerly Event 2.2.15.</b> This Event addresses lessons learned from the 2015 HPAI emergency response and the COVID processing capacity slowdown.	FY 2025-2027
Event 2.1.10. Work with NVS and NADPRP to provide depopulation training for VS District personnel. Training may include foam units, whole-house gassing, and options for other species, such as captive bolt.	<b>Formerly Event 2.2.22.</b> This Event is a follow-up Event from FY 2016. NVS and VS District personnel began training together in FY 2017.	FY 2025-2027

Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.		
Event	Justification	Timeline
Event 2.2.2. Develop and deliver practical field communication and outreach training for Case Managers and Site Managers for FAD/EDI response situations with a focus on responder communication with impacted individuals. Training will include a decision tree for Case Managers and Site Managers.	In FY 2020, this Event was adjusted to address training needs on how to develop outreach materials, organize community meetings, and other communication roles during a response. This Event will focus on skills utilized by Wildlife Services in approaching the public.	FY 2025 (Develop), FY 2026 (Deliver)
Event 2.2.9. Work with APHIS TEP to develop and deliver animal health-specific ICS training scenarios for VS (including non-IMT personnel) and external stakeholder emergency responders.	This Event came out of the FY 2019 VS TEPW. Discussion included developing an animal health-specific scenario, like 'Central City' for ICS training and encouraging VS IMTs to participate in ICS 420.	FY 2025-2026
Event 2.2.25. Deliver timely, webinars on general response, industry, and FAD issues. These will be designed for VS and external stakeholders.	This Event was added in response to the 2016 VS NTEP solicitation for input. Webinars generate an average attendance of 200 to 300 VS personnel and external stakeholders.	FY 2025-2027
Event 2.2.28. Engage stakeholders on content of FAD PReP sites, FAD Eye, and external facing response training sites. This can include creation of games, blogs, podcasts, etc.	This Event was first completed in FY 2018 but will require quarterly articles for FAD Eye on TEP specific Events that need to be marketed. <b>Event was combined with Event 2.4.3.</b>	FY 2025-2027
Event 2.2.34. Train APHIS, IMT, and District Safety Officers on the use of select NVS equipment and develop safety plans for the use of the equipment.	This Event was suggested at the FY 2018 VS TEPW. Safety Officers should participate in NVS drills.	FY 2025-2027
Event 2.2.35. Conduct a series of webinars focused on behavioral health and mental health issues during a FAD response.	This Event was suggested at the FY 2018 VS TEPW. It was expanded at the FY 2019 VS TEPW to include mental health.	FY 2025-2026

<b>Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 2.2.37. Deliver Emergency Management Response System (EMRS) training to stakeholders via non-traditional means.	This Event was suggested at the FY 2018 VS TEPW and confirmed as a need in the ARMAR After-Action Report.	FY 2025-2027
Event 2.2.41. Develop and deliver virtual training on addressing cultural, religious, and tribal issues during a response.	This Event was suggested at the FY 2019 VS TEPW.  During the 2024 TEPW, the planning team felt that this Event would be satisfied through a related webinar conducted by Dr. Terry Clark.	FY 2025
Event 2.2.43. Develop and deliver a series of epidemiological training courses for response personnel.	This Event was suggested at the FY 2019 VS TEPW.	FY 2025-2027
Event 2.2.44. Develop and deliver a biosecurity and safety training course for field responders.	This Event was suggested at the FY 2020 VS TEPW.	FY 2025
Event 2.2.46. Develop a virtual training on how livestock producers/owners can get paid for conducting depopulation and disposal activities.	This Event was suggested at the FY 2020 VS TEPW.  During the 2024 TEPW the planning team suggested that this Event begin with swine and move to cattle, and then small ruminants. The team felt that this Event would be best satisfied through a series of webinars.	FY 2025-2026
Event 2.2.47. Develop and deliver a training about animal disease traceability for various species of livestock, industries, and regions of the United States. Training will include the use of EMRS, Certificates of Veterinary Inspection, animal identification, animal movements, and livestock markets.	This Event was suggested at the FY 2021 VS TEPW and will be conducted with support from Animal Disease Traceability staff and Animal Identification Coordinators.	FY 2025-2026

Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.		
Event	Justification	Timeline
Event 2.2.48. Develop and deliver a training on active observational surveillance in cattle. The training will include clinical scoring tools where available.	This Event was suggested at the FY 2021 VS TEPW.	FY 2025-2026
Event 2.2.49. Develop and deliver a training on eradication/control and surveillance strategies for vectors and vector-borne diseases.	This Event was suggested at the FY 2021 VS TEPW.	FY 2025-2027
Event 2.2.50. Develop and deliver a training on developing a One-Health incident response plan and communication plan.	This Event was suggested at the FY 2021 VS TEPW. This Event will require support from the VS Office of Interagency Coordination One-Health Coordination Center.	FY 2025-2027
Event 2.2.53. Develop and deliver a training series on the environmental aspects of an animal health response, including the use of disinfectants.	This Event was suggested at the FY 2023 VS TEPW as a lesson learned from the 2022-2023 HPAI response. During the 2024 TEPW, the planning team identified a series of webinars as the best way to address this Event.	FY 2025-2026
Event 2.2.54. Develop and deliver a series of trainings to VS personnel to highlight the differences between an HPAI response and an ASF/FMD response, including how the implementation of VS Critical Response Activities are influenced by the type of livestock being addressed.	<b>New Event for FY 2025.</b> This Event was suggested at the FY 2024 VS TEPW.	FY 2026-2027
Event 2.2.55. Develop and deliver a regional training for disposal personnel. The training should encourage supporting agency partnerships and sharing resources.	<b>New Event for FY 2025.</b> This Event was suggested at the FY 2024 VS TEPW.	FY 2026
Event 2.2.56. Develop and deliver a training regarding the triggers causing a shift from a stamping out policy to a vaccination-to-live policy.	<b>New Event for FY 2025.</b> This Event was suggested at the FY 2024 VS TEPW. <b>Connected to Event 3.1.10.</b>	FY 2026-2027

Objective 2.5. Create a model for ICS position-specific on-the-job training to facilitate emergency preparedness and response training for VS and external stakeholder emergency response personnel.		
Event	Justification	Timeline
Event 2.5.1. Provide on-the-job and ICS training opportunities for VS IMT positions.	This Event was identified at the 2014 VS TEPW and again during the 2018-19 vND response.	FY 2025-2027

### Priority 3: Exercise VS and External Stakeholder Emergency Responder Capabilities

Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.		
Event	Justification	Timeline
Event 3.1.7. Conduct VS IMT developmental activities.	This Event addresses lessons learned from the 2015 VS IMT Workshop and was recommended by all VS IMTs. Engaging in exercises is a priority for the teams.	FY 2025-2027
Event 3.1.10. Develop and conduct an exercise series (workshop, TTX, drills, and full scale exercise) on deploying vaccine on a large scale.	This Event was confirmed as a priority during ARMAR. The Event workgroup will develop a package of materials for states/districts to develop vaccination deployment plans and test the plans using a series of exercises.	FY 2025-2027
Event 3.1.12. Coordinate with NAHLN to: <ul style="list-style-type: none"> <li>a. Support continued engagement of the NAHLN in VS NTEP exercises.</li> <li>b. Educate the response community on NAHLN capabilities through webinars and information sharing. NAHLN and VS NTEP will work together on this.</li> </ul>	As the VS NTEP develops exercises, an effort will be made to include NAHLN and FADDL in the Events.	FY 2025-2027
Event 3.1.16. Develop and conduct a behavioral health TTX looking at response associated with hobby livestock, viewed as pets, and responder communication with impacted individuals.	This Event was suggested at the FY 2018 VS TEPW. <b>Connected to Event 2.2.35. Combined with Event 3.1.20.</b>	FY 2025

Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.		
Event	Justification	Timeline
Event 3.1.17. Develop and conduct an exercise series focused on implementing the Secure Food Supply plans.	<p>This Event was suggested at the FY 2018 VS TEPW as a follow-on to ARMAR. Priority in FY 2024 will be the development of a Secure Poultry and Egg Supply exercise series. VS NTEP has materials available for Secure Milk Supply, Secure Pork Supply, and Secure Beef Supply implementation.</p> <p>During the 2024 TEPW, the planning team decided this Event should focus on an exercise dealing with the Secure Sheep and Wool Supply.</p>	FY 2025-2026
Event 3.1.18. Develop and conduct an exercise series dealing with responding to large feedlots (>50,000 head) infected with FMD.	This Event was suggested at the FY 2019 VS TEPW as a follow-on to ARMAR. The first part of the series should be a VS policy workshop, followed by a state workshop and a TTX.	FY 2025-2026
Event 3.1.19. Develop and conduct an exercise series dealing with epidemiological skills for response personnel.	This Event was suggested at the FY 2019 VS TEPW. <b>Connected to Event 2.2.43.</b>	FY 2026-2027
Event 3.1.21. Develop and deliver an exercise series for dealing with and responding to livestock markets involved with a foreign animal disease outbreak.	This Event was suggested at the FY 2020 VS TEPW. <b>Connected to Event 3.1.4</b>	FY 2025-2026
Event 3.1.22. Develop and deliver an exercise series for identifying and managing control areas.	This Event was suggested at the FY 2020 VS TEPW.	FY 2025-2027
Event 3.1.24. Develop and deliver a One-Health workshop on emerging diseases with a zoonotic impact.	This Event was suggested at the FY 2021 VS TEPW due to issues encountered with COVID 19. A highly zoonotic HPAI workshop exists.	FY 2025-2026

<b>Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 3.1.25. Develop and deliver a drill using the disposal dashboard <sup>7</sup> to create site-specific disposal plans.	This Event was suggested at the FY 2021 VS TEPW.	FY 2025-2026
<p>Event 3.1.26. Develop and deliver an exercise series dealing with FMD and ASF response at packing plants, including vaccinate management with the beef packing industry.</p> <p>The original work on pork packer planning and response was conducted under Event 3.3.12. Pork packer-related exercises was moved to Event 3.1.26 during the 2024 TEPW.</p>	<p>This Event was suggested at the FY 2021 VS TEPW.</p> <p>During the 2024 TEPW, the planning team felt that the ASF packer plan development workshop and the beef packer tabletop exercises needed to be repiloted. Repiloting of the ASF packer planning workshop is needed because of major revisions to the original activity. The beef packer tabletop exercise needs to be repiloted due to limited participation by the industry.</p>	FY 2025-2026
Event 3.1.27. Develop and deliver an exercise series focused on coordination and communication between the NAHLN laboratories and Unified Command incident management teams.	This Event was suggested at the FY 2022 VS TEPW and as a follow-up to the FAD SAFE functional exercise. This need was affirmed at the NAHLN ASF workshop in 2023.	FY 2025-2027
Event 3.1.28. Develop and deliver an exercise series on the ICS 'Planning P' meetings. Topics will include the Unified Command Objectives Meeting, Command and General Staff Meeting, Tactics Meeting, Planning Meeting, and Operations Briefing.	This Event was suggested at the FY 2022 VS TEPW and as a follow-up to the FAD SAFE functional exercise.	FY 2025-2026
Event 3.1.29. Develop and deliver an exercise series on the VS Ruminant Health Center's roles during a foreign animal disease response.	This Event was suggested at the FY 2023 VS TEPW and as a follow-up to the FAD SAFE functional exercise.	FY 2026-2027

<sup>7</sup> <https://www.aphis.usda.gov/aphis/ourfocus/animalhealth/emergency-management/carcass-management/carcass>

<b>Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 3.1.30. Develop and deliver a series of workshops for the development of state-specific depopulation and disposal plans in each livestock commodity.	This Event was suggested at the FY 2023 VS TEPW.	FY 2027
Event 3.1.31. Develop and deliver an exercise series on continuity of operations between incident management teams during a rotation.	<b>New Event for FY 2025.</b> This Event was suggested at the FY 2024 VS TEPW.	FY 2026-2027

<b>Objective 3.2. Conduct a series of drills and functional exercises to validate specific operational procedures and functions.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 3.2.2. Develop drill materials for FADDs to validate procedures for the field investigation of potential FAD/EDIs and data entry into the training module of EMRS 2.0. In FY 2021, an equine drill was completed. A poultry drill is planned for FY 2024.	This Event provides opportunities to practice knowledge and skills in a no-fault learning environment. The Event was started in FY 2016 and implementation and development will continue in FY 2024-2025.	FY 2025
Event 3.2.7. Working with NVS, develop and pilot drills to test the use of NVS animal handling equipment.	This Event was identified at the 2018 VS TEPW. <b>Connected to Event 2.2.34.</b>	FY 2026-2027
Event 3.2.8. Provide support to Emergency Coordinators or other VS personnel to develop and deliver appropriate TTXs or drills within the states they support. These TTXs or drills must support the goals and objectives of FAD response.	This Event was started in FY 2018. At the FY 2019 VS TEPW, it was decided to expand the workgroup to create a larger group of mentors to assist personnel in implementing the exercise.	FY 2025-2027
Event 3.2.10. Develop and deliver a drill on permitting interstate movement of livestock during an animal disease outbreak.	This Event was suggested at the FY 2019 VS TEPW.	FY 2025-2026
Event 3.2.11. Develop and deliver a drill to complete an infected herd plan in each applicable species.	This Event was suggested at the FY 2021 VS TEPW.	FY 2025-2026

<b>Objective 3.2. Conduct a series of drills and functional exercises to validate specific operational procedures and functions.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 3.2.12. Develop and deliver a series of games based on the role of future planning within the IMT structure during a FAD response.	This Event was a follow on to the Complexity Analysis and Future Planning Training. <b>Connected to Event 2.2.29.</b>	FY 2025

<b>Objective 3.3. Participate and engage in training and exercises sponsored by or in collaboration with external stakeholder emergency responders that support the VS NTEP strategy.</b>		
<b>Event</b>	<b>Justification</b>	<b>Timeline</b>
Event 3.3.9. Develop and deliver EMRS Drill Materials to build on the skills learned in EMRS training.	Follow up to Event 2.2.12. The first EMRS Drill was delivered in FY 2018; more are planned. <b>Connected to Event 2.2.37.</b>	FY 2025-2027
Event 3.3.11. Develop drill materials for Composting SMEs to build on the Composting SME training.	Follow up to Event 2.2.15. At the FY 2019 VS TEPW, the discussion included modifying a drill conducted previously in Georgia to assist with this Event. The drill should meet all the requirements to become an SME. The workgroup will also focus on identifying opportunities for training for Composting SMEs. <b>Connected to Event 2.2.15.</b>	FY 2025-2026
Event 3.3.12. Develop and support exercises focused on African Swine Fever (ASF) response.	This Event was identified by VS leadership as a priority. This event is being kept open to address potential ASF-related exercise needs in the future. There are no ASF activities planned for this Event, as of the 2024 TEPW.	FY 2025-2027
Event 3.3.13. Develop and deliver a series of tabletop exercises to test Tribal Nations' emergency response plans to identify vulnerabilities and measures for improvement.	This Event was suggested at the FY 2022 VS TEPW and relies on APHIS Tribal Liaison on the TEP to coordinate.	FY 2026-2027

Objective 3.3. Participate and engage in training and exercises sponsored by or in collaboration with external stakeholder emergency responders that support the VS NTEP strategy.		
Event	Justification	Timeline
Event 3.3.14. Develop and deliver an animal movement standstill workshop to discuss international cross-border issues.	This Event was suggested at the FY 2023 VS TEPW.	FY 2025-2027
Event 3.3.15. Develop and deliver a workshop addressing communication and coordination between regulatory authorities involving feral swine during a FAD outbreak and identify the communication channels between these agencies.	<b>New Event for FY 2025.</b> This Event was suggested at the FY 2024 VS TEPW.	FY 2025-2026
Event 3.3.16. Develop and deliver a seminar and workshop to identify authorities and communication channels between regulatory authorities at milk processing plants, relative to a FAD response.	<b>New Event for FY 2025.</b> This Event was suggested at the FY 2024 VS TEPW.	FY 2026

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## Appendix A: VS National Training and Exercise Core Planning Team FY 2024

VS National Training and Exercise Program Co-Leads		
First Name	Last Name	Representative Organization
Liz	Fernandez	VS Resources, People and Services, People Operations, Professional People Training
Barbara	Porter-Spalding	VS Strategy and Policy, National Preparedness and Incident Coordination Center

VS National Training and Exercise Program VS Members		
First Name	Last Name	Representative Organization
Kelli	Almes	VS Diagnostics and Biologics, National Animal Health Laboratory Network
Brian	Archer	VS Strategy and Policy, National Preparedness and Incident Coordination Center, EMRS
Becky	Brewer-Walker	VS IMT – Green / VS Field Operations, District 4 AVIC (Oklahoma/Arkansas)
Kathryn	Burden	VS Strategy and Policy, Poultry Health Center
Lydia	Carpenter	VS Strategy and Policy, Swine Health Center
Bruce	Carter	VS Diagnostics and Biologics, Center for Veterinary Biologics
Kathryn	Cehrs	VS Field Operations, District 3 Veterinary Medical Officer
Stephanie	Cox	VS Field Operations, Field Epi Investigations Unit
Joanna	Davis	VS Field Operations, Logistics Center
Clement	Dussault	VS Strategy and Policy, National Veterinary Accreditation Center/VS IMT – Safety Officer
Julie	Gauthier	FIOPS ADA
Kellie	Hough	VS Field Operations, District 1 Emergency Coordinator
Dawn	Hunter	VS Strategy and Policy, Trade Liaison
Steve	Just	VS IMT – Gold/VS Field Operations, District 2 Veterinary Medical Officer
Michael	Kornreich	VS IMT –Blue/VS Field Operations, District 1 AVIC (Pennsylvania/West Virginia)
Tyler	McAlpin	VS Strategy and Policy, Cattle Health Center
Rob	Miknis	VS Strategy and Policy, Office of Interagency Coordination, Environmental Engineer
Laura	Miles	VS Strategy and Policy, Center for Epidemiology and Animal Health
Michael	Neafsey	VS Strategy and Policy, Office of Interagency Coordination, CDC Liaison

<b>VS National Training and Exercise Program VS Members</b>		
<b>First Name</b>	<b>Last Name</b>	<b>Representative Organization</b>
Melburn	Stephens	VS IMT – Red/VS Field Operations, District 1 Emergency Coordinator
Rodney	White	VS Field Operations, Logistics Center
Beth	Wittenbrader	VS IMT Green Safety Officer/VS Field Operations, District 1, Animal Health Technician

<b>VS National Training and Exercise Program External Stakeholder Members</b>		
<b>First Name</b>	<b>Last Name</b>	<b>Representative Organization</b>
Michael	Burke	DHS CWMD Food Agriculture and Veterinary Defense Division
Terry	Clark	APHIS Tribal Relations Director
Kevin	Dennison	APHIS Animal Care
Misty	Edmondson	Southern Agriculture and Animal Disaster Response Alliance/Alabama Department of Agriculture and Industries
Dan	Frazen	Multi-State Partnership for Security in Agriculture/Colorado Department of Agriculture
Darlene	Konkle	National Assembly of State Animal Health Officials, WI State Veterinarian
John	Montalbano	Western Alliance of States for Agriculture Resilience
Meg	Raabe	APHIS Plant Protection and Quarantine
Leah	Seabrook	Canadian Food Inspection Agency
Sheryl	Shaw	USDA Food Safety Inspection Service
Carry	Shulock-Sexton	New England States Animal Agricultural Security Alliance / Massachusetts Department of Agricultural Resources
Scott	Stopak	APHIS Wildlife Services
Matthew	Walz	APHIS EMSSD, Training Coordinator

## Appendix B: National Preparedness Goal Core Capabilities

The following table lists the National Preparedness Goal Core Capabilities<sup>8</sup> by mission area. Note that Planning, Public Information and Warning, and Operational Coordination apply to all five mission areas.

### National Preparedness Goal Core Capabilities

Mission Areas				
Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution	Access Control and Identity Verification	Community Resilience	Critical Transportation	Economic Recovery
Intelligence and Information Sharing	Cybersecurity	Long-term Vulnerability Reduction	Environmental Response/Health and Safety	Health and Social Services
Interdiction and Disruption	Intelligences and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
Screening, Search, and Detection	Interdiction and Disruption	Threats and Hazard Identification	Infrastructure Services	Infrastructure Systems
	Physical Protective Measures		Mass Care Services	Natural and Cultural Resources
	Risk Management for Protections Programs and Activities		Mass Search and Rescue Operations	
	Screening, Search, and Detection		On-scene Security and Protection	
	Supply Chain Integrity and Security		Operational Communications	
			Public and Private Services and Resources	
			Public Health and Medical Services	
			Situational Assessment	

<sup>8</sup> <https://www.fema.gov/emergency-managers/national-preparedness/mission-core-capabilities>

The following table crosswalks the VS Emergency Preparedness and Response Critical Activities with the National Preparedness Goal Core Capabilities.

Crosswalk Between VS Emergency Preparedness and Response Critical Activities and National Preparedness Goal Core Capabilities	
VS Emergency Preparedness and Response Critical Activities	National Preparedness Goal Core Capabilities
1. Surveillance	Intelligence and information sharing; Operational communications; Operational coordination; Planning; Public and private services and resources; Public information and warning; Risk and disaster resilience assessment; Screening, search and detection; and Situational assessment.
2. Diagnostics	
3. Epidemiological investigation and tracing	
4. Information management	Intelligence and information sharing; Interdiction and disruption; Operational communications; Operational coordination; Planning; Public information and warning; and Situational assessment.
5. Communication	
6. Health and safety and personal protective equipment	Environmental response/health and safety; On-scene security and protection; Operational coordination; Physical protective measures; Planning; Public health and medical services; and Public information and warning.
7. Biosecurity	
8. Quarantine and movement control	
9. Continuity of business	Economic recovery and community resilience; Operational coordination; Planning; Public information and warning; and Risk management for protection programs and activities.
10. Regionalization for international trade	
11. Mass depopulation and euthanasia	Environmental response/health and safety; On-scene security and protection; Operational coordination; Planning; Public health and medical services; Public information and warning; Physical protective measures; and Supply chain integrity and security.
12. Disposal	
13. Cleaning and disinfection	
14. Vaccination	Community resilience; Interdiction and disruption; Operational coordination; Planning; Public information and warning; Public health and medical services; Risk and disaster resilience assessment; and Risk management for protection programs and activities.

<b>Crosswalk Between VS Emergency Preparedness and Response Critical Activities and National Preparedness Goal Core Capabilities</b>	
<b>VS Emergency Preparedness and Response Critical Activities</b>	<b>National Preparedness Goal Core Capabilities</b>
15. Logistics	Critical transportation; Operational coordination; Planning; Public health and medical services; Public information and warning; and Supply chain integrity and security.
16. Wildlife management and vector control	Operational coordination; Planning; Public information and warning; Risk management for protection programs and activities; and Screening, search, and detection.
17. Animal welfare	Operational coordination; Planning; Public and private services and resources; Public information and warning; and Risk management for protection programs and activities.
18. Modeling and assessment tools	Economic recovery; Infrastructure systems; Operational coordination; Planning; Public information and warning; Risk and disaster resilience assessment; Risk management for protection programs and activities; and Supply chain integrity and security.
19. Appraisal and compensation	
20. Incident Management	Operational coordination; Planning; Public and private service and resources; and Public information and warning.

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## Appendix C: HSEEP Exercise Types

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The HSEEP describes an exercise as an instrument to train for, assess, practice, and improve performance in prevention, protection, mitigation, response, and recovery capabilities in a risk-free environment. Exercises can be used for testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communication; improving individual performance; identifying gaps in resources; and identifying opportunities for improvement.

### ***Discussion-Based Exercises***

Discussion-based exercises focus on strategic, policy-oriented issues and can be used to familiarize players with, or develop new, plans, policies, agreements, and procedures. Facilitators and presenters usually lead the discussion, keeping participants on track toward meeting exercise objectives.

Discussion-based exercises:

- Include seminars, workshops, tabletops, and games
- Provide a forum for discussing or developing plans, agreements, training, and procedures
- Are generally less complicated than operations-based types
- Typically focus on strategic, policy-oriented issues
- Do not involve the deployment of resources

### **Seminars**

A seminar is an informal discussion-based exercise led by a presenter or facilitator, used to teach or orient participants.

A seminar can:

- Orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas
- Construct a common framework of understanding
- Be valuable for entities that are developing or making major changes to existing plans or procedures
- Help gain awareness of or assess the capabilities of interagency or inter-jurisdictional operations

Conduct Characteristics

- Casual atmosphere
- Minimal time constraints
- Lecture-based

## Workshops

A workshop is a formal discussion-based exercise led by a facilitator or presenter, used to build, or achieve, a product.

In a workshop, participants:

- Focus on achieving or building a product
- Focus on a specific issue, with the desired objective, product, or goal clearly defined
- Develop new ideas, processes, or procedures
- Develop a written product as a group in coordinated activities
- Obtain consensus
- Collect and share information

Conduct Characteristics

- Involves more participant discussion than a lecture-based seminar
- Often uses break-out sessions to explore parts of an issue with smaller focus groups

Products that are often generated from a workshop include new SOPs, emergency operations plans, continuity of operations plans, and mutual aid agreements. Findings from the workshop should be collected into a short After-Action Report (AAR) and distributed to all parties involved. The AAR for workshops serves much like meeting minutes.

## Tabletop Exercises

A TTX facilitates conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perception, by using a hypothetical scenario to generate discussion.

In a TTX, participants:

- Enhance general awareness
- Validate plans and procedures
- Rehearse concepts and/or assess systems
- Examine areas of concern and solve problems
- Identify strengths and shortfalls
- Seek to change existing attitudes and perspectives
- Make decisions in a no-fault environment

Conduct Characteristics

- Requires experienced facilitators
- In-depth discussion
- Slow-paced problem-solving
- Basic or complex design

The purpose of a TTX is to test existing plans, policies, or procedures without incurring the costs associated with deploying resources. A TTX also allows participants to thoroughly work through a problem without feeling as much pressure as they would in an operations-based exercise.

## Games

A game is a simulation of operations using rules, data, and procedures designed to depict an actual or assumed real-life situation.

In a game, participants:

- Explore the processes and consequences of decision-making
- Conduct "what-if" analyses of existing plans
- Test existing and potential strategies

Conduct Characteristics

- Does not involve the use of actual resources
- Often involves two or more teams
- Includes models and simulations of increasing complexity as the game progresses

## Operations-Based Exercises

Operations-based exercises are characterized by the actual reaction to an exercise scenario, such as initiating communications or mobilizing personnel and resources.

These types of exercises:

- Involve deployment of resources and personnel
- Are more complex than discussion-based types
- Require execution of plans, policies, agreements, and procedures
- Clarify roles and responsibilities
- Identify resource gaps
- Improve individual and team performances

## Drills

A drill is a coordinated, supervised activity to validate a specific function or capability in a single agency or organization.

In a drill, participants:

- Gain training on new equipment
- Validate procedures
- Practice and maintain skills
- Determine if plans can be executed as designed
- Prepare to collaborate in more complex exercises

Conduct Characteristics

- Timed event
- Immediate feedback
- Realistic but isolated environment

## Functional Exercises

A functional exercise (FE) is typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions.

In an FE, participants:

- Validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions
- Respond to an exercise scenario with event updates in a realistic, real-time environment
- Assess the adequacy of response plans and resources

Conduct Characteristics

- Requires experienced controllers using a Master Scenario Events List
- Often uses simulators in a simulation cell
- Simulates deployment of resources and personnel
- Rapid problem-solving
- Highly stressful environment
- Involves multiple functions

## Full-Scale Exercises

A full-scale exercise (FSE) is a high-stress multi-agency, multi-jurisdictional activity involving the actual deployment of resources in a coordinated response as if a real incident had occurred.

In an FSE, participants:

- Respond to complex and realistic problems that require critical thinking, rapid problem-solving, and effective responses by trained personnel
- Operate under cooperative systems such as the incident command system or unified command
- Assess plans and procedures under crisis conditions

Conduct Characteristics

- Most complex and resource-intensive type of exercise
- Mobilizes personnel and equipment to the scene
- Real-time, stressful environment intended to mirror a real incident
- Events projected through an exercise scenario with event updates that drive activity at the operational level
- Many activities occur simultaneously

## Appendix D: Available Trainings and Exercises

### Webinars

Webinars available on the VS NTEP Video Gallery <sup>9</sup>		
Title	Date	Length
Secure Beef Supply Plan	2/23/2017	Run-time: 51:25
National Training and Exercise Program	3/23/2017	Run-time: 38:21
Secure Poultry Supply Plan	3/23/2017	Run-time: 38:12
VS Train to Contain Biosecurity	3/23/2017	Run-time: 40:48
Secure Pork Supply	3/23/2017	Run-time: 46:53
Secure Milk Supply	3/23/2017	Run-time: 53:42
Update on the Secure Food Supply Plans	3/23/2017	Run-time: 58:33
Management of Permitting Under the Secure Food Supply Plans	3/23/2017	Run-time: 1:08:21
VS National Training and Exercise Program Webinar	3/23/2017	Run-time: 53:45
VS National Training and Exercise Program's Foreign Animal Disease Diagnostician Drills	5/2/2017	Run-time: 59:16
Florida New World Screwworm Incident	5/23/2017	Run-time: 1:10:30
What is FAD Eye?	6/1/2017	Run-time: 28:56
Map Video: New World Screwworm Investigations in Florida from January 2016 – Present	6/8/2017	Run-time: 0:48
Implementing Enhanced Biosecurity During a FAD Outbreak	6/13/2017	Run-time: 1:07:19
National Veterinary Stockpile Update	6/29/2017	Run-time: 57:15
EMRS2Go Mobile Application Webinar	8/22/2017	Run-time: 1:04:23
Foreign Animal Diseases 101	8/29/2017	Run-time: 55:02
Enhanced Biosecurity in Confined Poultry	10/4/2017	Run-time: 57:10
NVS Development of CO2 Whole House Gassing for Emergency Depopulation of Poultry	10/12/2017	Run-time: 1:06:21
Foreign Animal Disease Diagnostician Continuing Education Opportunities	10/30/2017	Run-time: 28:10
Overview of the Dairy Industry Webinar	11/9/2017	Run-time: 1:11:55
National Biosecurity Webinar on How California is Implementing the Secure Food Supply Program	11/16/2017	Run-time: 57:08
EMRS Permitting During a FAD Response	1/11/2018	Run-time: 57:25
Carcass Management Discussion Group for State Agricultural and Environmental Officials	1/29/2018	Run-time: 50:08
Roles of the Case & Site Manager and Field Reimbursement Specialist during an ADR Incident	2/2/2018	Run-time: 58:07

<sup>9</sup> [Veterinary Services National Training and Exercise Program \(usda.gov\)](https://www.usda.gov/vs/ntep)

<b>Webinars available on the VS NTEP Video Gallery<sup>9</sup></b>		
<b>Title</b>	<b>Date</b>	<b>Length</b>
Niche Stakeholder Working Group (NSWG)	2/8/2018	Run-time: 37:24
Incident Command System Planning P	3/19/2018	Run-time: 59:42
Carcass Management Basics	3/19/2018	Run-time: 56:58
Overview of USDA Public Communications Policy - ARMAR Exercise Review	4/9/2018	Run-time: 36:09
National Veterinary Stockpile Countermeasures Resource Ordering	4/19/2018	Run-time: 53:41
Supplemental Cooperative Agreements and Other Finance Issues Associated with a FAD Response	4/27/2018	Run-time: 1:01:52
Overview of the Incident Command System Planning Cycle	5/7/2018	Run-time: 47:54
Overview of the Incident Command System Planning Cycle – Part 3	5/14/2018	Run-time: 55:00
Resource Ordering II – Personnel and Vaccine	5/14/2018	Run-time: 49:03
Heartwater Disease Overview, Etiology and Ecology	5/30/2018	Run-time: 1:11:58
Overview of the Swine Industry	6/20/2018	Run-time: 1:05:33
Strengthening Collaborations for State and Federal One Health Approaches to Avian Influenza	7/13/2018	Run-time: 58:56
Operationalizing the Secure Milk Supply Plan: A State's Perspective	10/30/2018	Run-time: 1:05:47
African Swine Fever (ASF): Clinical Presentation and Diagnosis	11/6/2018	Run-time: 59:20
Phases and Types of an African Swine Fever Outbreak in the US	12/4/2018	Run-time: 54:59
African Swine Fever (ASF): Biosecurity	1/31/2019	Run-time: 55:20
Operationalizing the Secure Beef Supply Plan: State's Perspective	2/20/2019	Run-time: 57:09
Global African Swine Fever Situation	3/4/2019	Run-time: 1:17:45
National Movement Standstill	3/15/2019	Run-time: 1:17:48
African Swine Fever Messaging and Communication	3/28/2019	Run-time: 53:46
Complexity Analysis and Risk Assessment Tools	4/17/2019	Run-time: 48:35
Secure Pork Supply: How it fits into an African Swine Fever Response	5/1/2019	Run-time: 34:06
OIE Global Review of National Contingency Plans	5/1/2019	Run-time: 30:24
New World Screwworm	6/5/2019	Run-time: 1:12:02
Coping with Grief and Loss During an Animal Disease Event	6/26/2019	Run-time: 50:04
African Swine Fever 3D Considerations	8/13/2019	Run-time: 1:15:07
African Swine Fever Herd Plan	8/14/2019	Run-time: 48:44

<b>Webinars available on the VS NTEP Video Gallery<sup>9</sup></b>		
<b>Title</b>	<b>Date</b>	<b>Length</b>
EMRS Permitting Gateway	8/27/2019	Run-time: 40:49
African Swine Fever Situation and Critical Biosecurity	9/6/2019	Run-time: 1:07:22
African Swine Fever Modeling and Surveillance	9/12/2019	Run-time: 46:19
Foot and Mouth Disease (FMD) Vaccine Prioritization	11/13/2019	Run-time: 1:11:41
Epidemiology 101 (Part 1): Introduction to Epidemiology for Non-Epidemiologists	12/1/2019	Run-time: 1:05:39
Approval of Laboratories to Conduct Tests for EIA - VSG 15201.1	1/3/2020	Run-time: 53:06
Risks Associated with Food Product Disposal and the Proximity to Feral Swine and Landfills in CA	2/11/2020	Run-time: 38:10
Alternatives to Wet C&D and Vehicle Decon Lessons Learned	2/18/2020	Run-time: 1:01:35
Passive Trapping and Surveillance of New World Screwworm	2/19/2020	Run-time: 55:11
Preparing to Implement the Secure Beef Supply Plan	2/20/2020	Run-time: 52:15
Epidemiologic Modeling for the use of FMD Vaccine in an Outbreak (April 9, 2020)	4/15/2020	Run-time: 1:12:55
Public Interface Approaches During an FAD (April 14, 2020)	4/23/2020	Run-time: 1:03:41
FAD Safe Webinar – Puerto Rico – Day One	4/24/2020	Run-time: 1:33:10
NVAP Orientation Program	4/24/2020	Run-time: 1:58:56
FAD Safe Webinar – Puerto Rico – Day Two	4/24/2020	Run-time: 2:04:10
Basic Principles of Composting and USDA-APHIS Protocols for In-house Composting	4/28/2020	Run-time: 1:06:32
Overview of APHIS's National Veterinary Stockpile (May 14, 2020)	5/20/2020	Run-time: 1:08:11
Biosecurity for Healthy Farms and Healthy Agriculture (May 21, 2020)	5/21/2020	Run-time: 58:24
Responder and Farmer Wellbeing Before, During and After an Animal Health Emergency	5/23/2020	Run-time: 52:52
Utilizing EMRS and the Phone Bank Staff for an Animal Emergency	5/26/2020	Run-time: 44:20
Mitigating Environmental Impacts for Mass Mortality Disposal Operations (June 11, 2020)	6/16/2020	Run-time: 56:55
Assessment of Commercially Available ASF Virus Real-Time Polymerase Chain Reaction Assays	7/7/2020	Run-time: 40:33
Planning and Implementing a Carcass Disposal Site in Minnesota	7/29/2020	Run-time: 1:08:47
FAD Training Part 1: Sample Submission Guidelines	8/3/2020	Run-time: 1:28:47
FAD Training Part 2: Classical Swine Fever	8/13/2020	Run-time: 1:07:33

Webinars available on the VS NTEP Video Gallery <sup>9</sup>		
Title	Date	Length
U.S. Disease Detections: International Impacts Related to Exports Work	8/19/2020	Run-time: 50:34
African Swine Fever: A Global Update and Approaches to Control	8/31/2020	Run-time: 1:22:17
Complexity Analysis and Future Planning	9/11/2020	Run-time: 1:08:54
EMRS2Go	9/17/2020	Run-time: 1:04:38
Registered Aquaculture Export Facility (RAEF) Inspection Program Part 1	9/29/2020	Run-time: 1:14:34
Registered Aquaculture Export Facility (RAEF) Inspection Program Part 2	9/29/2020	Run-time: 1:30:34
Aquaculture Overview, Field Investigations, and Aquaculture Trade: Overview of Finfish and CAHPS	10/6/2020	Run-time: 1:51:29
2020 NC - SC LPAI - HPAI AI Event and Lessons Learned	10/6/2020	Run-time: 1:08:20
Aquaculture Overview, Field Investigations, Aquaculture Trade: Overview of Crustaceans and Mollusks	10/6/2020	Run-time: 1:53:31
Aquaculture Overview, Field Investigations, and Aquaculture Trade: The Essentials	10/9/2020	Run-time: 1:56:49
Overview, VS 5-Year Aquaculture Business Plan and Update on the National Aquaculture Health Plan	10/14/2020	Run-time: 1:52:56
Rabbit Hemorrhagic Disease Virus 2 (RHDV2) Overview	10/21/2020	Run-time: 1:08:43
Evaluation of Above-Ground Burial Decomposition in a Simulated ASF Disease Outbreak	10/21/2020	Run-time: 54:21
Aquaculture Overview, Field Investigations, and Aquaculture Trade: International Movement	10/26/2020	Run-time: 1:20:57
Puerto Rico Tick Surveillance Project	11/24/2020	Run-time: 41:27
Overview of African Horse Sickness	12/1/2020	Run-time: 57:52
Overview of Foot and Mouth Disease Webinar	12/1/2020	Run-time: 1:12:28
Epidemiology 101 (Part 1): Introduction to Epidemiology for Non-Epidemiologists	12/1/2020	Run-time: 1:05:38
Meat Packers Exercise Webinar Series (Part 1): North American Meat Institute (NAMI)	12/9/2020	Run-time: 52:36
Meat Packers Exercise Webinar Series (Part 2): North American Renderers Association (NARA)	12/9/2020	Run-time: 38:04
Meat Packers Exercise Webinar Series (Part 3): Communications During an ASF Outbreak	12/14/2020	Run-time: 46:40
End Use of Carcass Compost from Catastrophic and Foreign Animal Disease Events	12/16/2020	Run-time: 1:06:08
Meat Packers Exercise Webinar Series (Part 4): NPIC	12/17/2020	Run-time: 1:37:58
APHIS Wildlife Services National Feral Swine Program (NFSP)	2/3/2021	Run-time: 58:14

<b>Webinars available on the VS NTEP Video Gallery<sup>9</sup></b>		
<b>Title</b>	<b>Date</b>	<b>Length</b>
Decontamination and Disposal Capability Gaps	2/8/2021	Run-time: 1:05:39
Overview of the Secure Sheep and Wool Supply (SSWS) Plan	3/8/2021	Run-time: 54:23
Carbon Material Acquisition in NC Animal Agriculture Emergency Response	3/31/2021	Run-time: 1:07:50
Lumpy Skin Disease Update	4/5/2021	Run-time: 1:20:34
Mi-Co Form Training on Active ASF/CSF Tissue Sample Submission Process	4/7/2021	Run-time: 58:46
UK's Preparedness and Delivery Model for a Highly Pathogenic Avian Influenza Outbreak	4/28/2021	Run-time: 1:15:30
NAHLN-FADDL Roles and Responsibilities in a FADI	5/19/2021	Run-time: 51:45
Livestock Mortality Management in Chemical or Radiological Incidents	5/31/2021	Run-time: 57:40
Swine Brucellosis Alternative Surveillance – Protecting Human and Animal Health	6/7/2021	Run-time: 1:04:11
Where the Rubber Meets the Road Webinar: KS Epizootic Hemorrhagic Disease Prevalence Project	6/22/2021	Run-time: 47:54
Overview of Peste des Petits Ruminants (PPR) and Rinderpest (RP)	7/14/2021	Run-time: 46:02
Decontamination in Harvest: The Seven Steps of Sanitation	7/27/2021	Run-time: 1:06:38
Wild Bird Movements and AI Viruses - Relationships at the Wild-Domestic Bird Interface	8/19/2021	Run-time: 2:29:57
Avian Influenza in Wild Birds	8/19/2021	Run-time: 2:25:49
Highly Pathogenic Avian Influenza in North American Wild Birds	8/19/2021	Run-time: 2:37:16
Where the Rubber Meets the Road Webinar: Grassroots Microgrant Project by Dr. Schneider	8/26/2021	Run-time: 38:37
Experiences with African Swine Fever in wild boar and domestic swine in Germany	9/1/2021	Run-time: 53:39
Developing New Animal Mortality Compost SMEs, Kansas Training	9/1/2021	Run-time: 51:50
Where the Rubber Meets the Road: Techniques for Handling Poultry	9/29/2021	Run-time: 43:32
Incident Management Planning Cycle Tactics Meeting	11/5/2021	Run-time: 55:53
U.S. Animal Agriculture Industry's FMD Communications Response Mission	11/9/2021	Run-time: 1:01:07
Developing, Refining and Exercising the Iowa Emergency FMD Vaccination Plan	2/10/2022	Run-time: 36:43

<b>Webinars available on the VS NTEP Video Gallery<sup>9</sup></b>		
<b>Title</b>	<b>Date</b>	<b>Length</b>
Corrective Action Series Part 1: Responder Feedback Surveys and Facilitating Hotwashes	7/7/2022	Run-time: 54:38
Corrective Action Series Part 2: Review of Data Collection Methodologies for an After-Action Report	7/14/2022	Run-time: 1:00:36
Corrective Action Series Part 3: After-Action Report AAR and Improvement Plan IP Concepts	7/20/2022	Run-time: 45:52
Corrective Action Series Part 4: Developing and Maintaining a Corrective Action Program	8/24/2022	Run-time: 50:32
Basic Radiological Incident Awareness (BRIA) Introduction to Radiological Incidents	2/10/2023	Run-time: 49:19
BRIA Series 2 – Introduction to Radiation Safety	2/10/2023	Run-time: 1:07:18
BRIA Series 3 – Nuclear Power Plant Incidents	2/10/2023	Run-time: 54:50
BRIA Series 4 – Nuclear Terrorism Incidents	2/10/2023	Run-time: 1:11:54
Carbon Acquisition for Composting	3/25/2023	Run-time: 38:26
BRIA Series 5 – Building and Supporting an Animal Decontamination Capability	3/26/2023	Run-time: 1:06:16
BRIA Series 6 – Agricultural Recovery in Nuclear and Radiological Incidents	3/26/2023	Run-time: 1:09:05
Swine Production Health Plans in Indiana	4/20/2023	Run-time: 34:40
Cull and Sow Market Channels	4/21/2023	Run-time: 50:01
Introduction to Foreign Animal Disease Outbreak Surveillance	5/5/2023	Run-time: 55:43
Carbon Sourcing for Composting	6/1/2023	Run-time: 1:02:47
National Milk Federation’s FARM Biosecurity Program and the Secure Milk Supply Enhanced Database	8/8/2023	Run-time: 23:37
FY 2024 NADPRP Webinar for Applicants (2)	8/18/2023	Run-time: 58:10
Farm Animal Risk Mitigation: Prepare, Prevent, and Evaluate	9/5/2023	Run-time: 23:00
Modeling the Transmission and Control of ASF in Commercial Pig Populations	9/12/2023	Run-time: 21:46
Secure Beef Supply Plans in Nebraska	9/12/2023	Run-time: 48:49
Beef Industry Webinar	9/21/2023	Run-time: 1:01:07
Secure Sheep and Wool Supply Tabletop with Colorado Department of Agriculture Shared Experiences	10/3/2023	Run-time: 1:05:52
Animal Depopulation Resiliency Check-in Tool	10/5/2023	Run-time: 56:15
Bovine Germplasm Movement Plan (BGMP) Project and Two Associated Resolutions	10/26/2023	Run-time: 43:31
Partnering with Native Communities During Animal Health Emergencies	12/1/2023	Run-time: 54:05
Aquaculture Overview	12/1/2023	Run-time: 1:06:02

Webinars available on the VS NTEP Video Gallery <sup>9</sup>		
Title	Date	Length
Prepare2Respond	12/1/2023	Run-time: 1:00:52
Addressing Behavioral Health for Agriculture Producers and Communities	12/7/2023	Run-time: 1:01:01
African Swine Fever in the Dominican Republic Overview	2/26/2024	Run-time: 1:31:56

## Training

VS Professional People Training
Trainings developed under the VS NTEP and now available through VS PPT
Case Manager Training
EMRS for Epidemiologists and Disease Reporting Officers
EMRS for IMT Logistics and Resource Unit Personnel
EMRS for IMT Operations Personnel
EMRS for State Incident Management Teams
Site Manager Training
Poultry Field Reimbursement (using calculators)
Transboundary Diseases of Swine

## Exercises

Materials available by contacting VS NTEP personnel		
Title	Type of Exercise	Year Developed
APHIS VS HSEEP Guidance	Guidance	FY 2016
VS NTEP Workshop Planner	Guidance	FY 2016
VS NTEP Drill Planner	Guidance	FY 2016
VS NTEP Functional Exercise Planner	Guidance	FY 2016
VS NTEP Full-Scale Exercise Planner	Guidance	FY 2016
VS NTEP Exercise Evaluation Guide Template	Guidance	FY 2016
VS NTEP Exercise After-Action Report Template	Guidance	FY 2016
State-VS Incident Command and Resource Management Tabletop Exercise	TTX	FY 2017
Requesting a VS Incident Management Team and Transfer of Command Tabletop Exercise	TTX	FY 2017
Unified Command Tabletop Exercise	TTX	FY 2017
State-based Movement Standstill Planning Workshop	Workshop	FY 2021
State-based Movement Standstill Tabletop Exercise	TTX	FY 2021
Movement Permitting Workshop	Workshop	FY 2020
Secure Milk Supply Tabletop Exercise	TTX	FY 2021

Materials available by contacting VS NTEP personnel		
Title	Type of Exercise	Year Developed
Secure Pork Supply Tabletop Exercise	TTX	FY 2021
Secure Beef Supply Tabletop Exercise	TTX	FY 2021
Emergency Foot and Mouth Disease Vaccine Strategy Workshop	Workshop	FY 2021
Vaccination Plan Development Workshop	Workshop	FY 2021
Foot and Mouth Disease Vaccine Field Deployment Tabletop Exercise	TTX	FY 2021
Foot and Mouth Disease Vaccine Request Drill	Drill	FY 2022
Agriculture Resource Management and Response (ARMAR) Tabletop Exercise	TTX	FY 2018
African Swine Fever Producer-level Planning Exercise	Workshop	FY 2019
African Swine Fever Producer-level Tabletop Exercise	TTX	FY 2019
African Swine Fever Packer and Renderer Planning Activity	Workshop	FY 2021
African Swine Fever Packer-level Tabletop Exercise	TTX	FY 2021
Beef Harvest Facility Plan Development Workshop	Workshop	FY 2023
Beef Harvest Facility Tabletop Exercise	TTX	FY 2024
Beef Feedlot FADD Drill (on-site and virtual)	Drill	FY 2017
Cow-Calf FADD Drill (on-site and virtual)	Drill	FY 2017
Dairy FADD Drill (on-site and virtual)	Drill	FY 2017
Swine FADD Drill (on-site and virtual)	Drill	FY 2017
Swine Nursery FADD Drill (on-site and virtual)	Drill	FY 2019
Swine Finisher FADD Drill (on-site and virtual)	Drill	FY 2019
Swine Sow Farm FADD Drill (on-site and virtual)	Drill	FY 2019
Small Ruminant FADD Drill (on-site and virtual)	Drill	FY 2019
Livestock Market FADD Drill (on-site)	Drill	FY 2018
Livestock Market Shadowing Activity for FADDs (on-site)	Seminar	FY 2018
Fairs and Livestock Expositions FADD Drill (on-site)	Drill	FY 2020
Equine FADD Drill (on-site and virtual)	Drill	FY 2021
EMRS Drill - Routine Property and Fleet	Drill	FY 2019
EMRS Drill - Situation Report and Pivot Tables	Drill	FY 2019
EMRS Drill - Basic Mapping	Drill	FY 2019
EMRS Drill - Views and Charts - Inspection Tasks	Drill	FY 2019
EMRS Drill - EMRS2Go - 214 Daily Log Entry	Drill	FY 2020
EMRS Drill - EMRS2Go - Foreign Animal Disease Investigation Entry	Drill	FY 2021
EMRS Drill - 213RR Personnel and Supplies	Drill	FY 2021
EMRS Drill - EMRS Permit Request and Permitting	Drill	FY 2021
Backyard Poultry Depopulation Drill	Drill	FY 2018
Poultry Foam Depopulation Drill	Drill	FY 2018

<b>Materials available by contacting VS NTEP personnel</b>		
<b>Title</b>	<b>Type of Exercise</b>	<b>Year Developed</b>
Case Manager, Site Manager, and Field Reimbursement Specialist Response Skills Drill	Drill	FY 2018
Heartwater Tabletop Exercise	TTX	FY 2019
Screwworm Tabletop Exercise	TTX	FY 2019
Complexity Analysis Workshop	Workshop	FY 2021
Complexity Analysis Game	Game	FY 2022

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## Appendix E: Closed VS NTEP Events

Currently, VS NTEP Event numbers carry over year to year. Once an Event is completed, the number is retired. This allows the VS NTEP to maintain an accurate list of Events that have been conducted in the past. In the past, VS NTEP Event numbers were reused, thus the multiple uses of the same number are shown in completed Events. The following list outlines the VS NTEP Events that have been retired.

### Priority 1: Build the VS NTEP Program

#### Objective 1.1. Institutionalize the VS T&E program within VS.

Closed Event	Reason for Closure
Event 1.1.6 (FY16). Develop guide sheets/checklists to facilitate the consistent development and conduct of all types of VS exercises, both discussion-based and operations-based.	APHIS VS HSEEP Guidance and associated documents were developed in FY 2016.
Event 1.1.7. Support VS in evaluating systems that can document personnel emergency training and exercise experiences.	Personnel training and exercise experiences can be tracked through the Resource Ordering and Status System (ROSS) in the Employee Qualification System.

### Priority 2: Train VS and External Stakeholder Emergency Responders

#### Objective 2.1. Leverage existing training and exercise programs to raise awareness and encourage participation.

Closed Event	Reason for Closure
Event 2.1.1. Distribute lists of available ICS courses to emergency responders on a quarterly basis and coordinate with training sponsors to determine feasibility of additional courses.	ICS courses are available online through federal and state emergency management agency (EMA) websites.
Event 2.1.2. Encourage VS IMT personnel to pursue the NIMS and APHIS training requirements distributed by APHIS EMSSD for Incident Commanders, Liaison Officers, Public Information Officers, Operations Section Chiefs, Planning Section Chiefs, Logistics Section Chiefs, and Finance/Admin Section Chiefs. Encourage other emergency responders to pursue training as it relates to their ICS position.	ICS courses are available online through federal and state EMA websites.

Closed Event	Reason for Closure
<p>Event 2.1.2. Encourage VS IMT personnel to pursue the NIMS and APHIS training requirements distributed by APHIS EMSSD for Position-Specific Situation Unit Leaders. Encourage other emergency responders to pursue training as it relates to their ICS position.</p> <ul style="list-style-type: none"> <li>a. Encourage VS IMT Situation Unit Leaders to complete E/L 964: All-Hazards Position-Specific Situation Unit Leader training course.</li> <li>b. Encourage VS IMT Resource Unit Leaders to complete E/L 965: All-Hazards Position-Specific Resources Unit Leader training course.</li> <li>c. Encourage VS Division/Group Supervisor emergency responders to complete the National Wildfire Coordinating Group (NWCG) S-339: Division/Group Supervisor online training course; and/or E/L 960: NIMS ICS All-Hazards Position- Specific Division/Group Supervisor training.</li> <li>d. Encourage all appropriate VS IMT members and other VS personnel to complete Contracting Officer Representative (COR) training through the APHIS Contracting Office.</li> </ul>	<p>Multiple Events were condensed into one Event 2.1.2. ICS courses are available online through federal and state EMA websites.</p>
<p>Event 2.1.4. Customize the ICS 420 course and provide opportunities for IMTs to participate.</p>	<p>Event was combined with Event 2.2.9. in FY 2020.</p>
<p>Event 2.1.6. Develop a library of animal handling resources for just-in-time training.</p>	<p>A collection of animal handling links was created. The library is posted on VS District SharePoint sites.</p>
<p>Event 2.1.7. Develop and deliver a virtual training series on the building blocks of the HSEEP. Topics will include conducting an exercise, writing an after-action report, etc.</p>	<p>A webinar was conducted in FY 2023.</p>

**Objective 2.2. Identify training needs, develop training materials, and deliver training for FAD/EDI preparedness and response.**

Closed Event	Reason for Closure
<p>Event 2.2.1. Market, promote, and raise awareness of the VS NTEP to VS and external stakeholder emergency responders.</p>	<p>Event was moved to Event 1.2.3.</p>
<p>Event 2.2.2 (FY 14). Identify training needs, develop training materials, and deliver training for the Foreign Animal Disease Preparedness Response Plans.</p>	<p>Training needs were outlined in Objective 2.4.</p>

Closed Event	Reason for Closure
Event 2.2.2 (FY 15). Conduct a FADD swine euthanasia, personal protective equipment, necropsy and sampling wet laboratory webinar.	FAD PReP webinar was conducted in January 2015.
Event 2.2.3. Train VS and external stakeholder emergency responders on the draft FAD PReP IMT Transfer of Command Standard Operating Procedures.	Transfer of Command SOP was developed in FY 2016.
Event 2.2.3 (FY 15). PPT staff promotes available training for working with law enforcement and border patrol.	Event was closed due to higher priorities.
Event 2.2.4. Post the Livestock Market Emergency Response Plan Template planning materials on the FAD PreP website.	The Livestock Market Emergency Response Plan Training was held in Bossier City, LA, Omaha, NE, and Winchester, VA.
Event 2.2.4 (FY 15). ICS position-specific training: Kifco poultry foam unit training for emergency responders responsible for poultry depopulation.	VS participated in the University of Delaware Poultry Depopulation Training.
Event 2.2.5. Post the Livestock Market Emergency Response Plan Template planning materials on the FAD PreP website.	Event was moved to Event 2.2.4.
Event 2.2.5. Conduct a training session (one day, face-to-face) on the Livestock Market Emergency Response Plan Template in other VS Districts.	The Livestock Market Emergency Response Plan Training was held in Bossier City, LA, Omaha, NE, and Winchester, VA. Event was combined with Event 3.1.4.
Event 2.2.5 (FY 15). PPT staff market training opportunities to emergency responders on a quarterly basis.	VS NTEP is advertising emergency preparedness and response courses as they become available.
Event 2.2.6. Develop a training video on utilizing the iPhone for FAD investigations.	Training is being delivered in the FADD Course at Plum Island, NY.
Event 2.2.7. Leverage the FAD Eye to provide training including videos, case studies, etc.	FAD Eye is no longer used to provide training materials.
Event 2.2.8. Explore gaming technology to teach interviewing skills.	Due to the high cost of developing games, the workgroup decided to close this Event.
Event 2.2.10. Support the FBI in developing and delivering a training package on how to conduct a concurrent criminal and epidemiological FAD investigation. Training will be delivered jointly by FBI, VS, and State Animal Health personnel in each VS District.	Trainings are being held locally.
Event 2.2.11. ICS task-specific training: Deliver training for Depopulation and Disposal personnel.	Event was taken over by NVS.

Closed Event	Reason for Closure
Event 2.2.12. Provide position-specific VS Emergency Management Response System (EMRS) 2.0 training through a variety of modalities to both VS and external stakeholder emergency responders.	Event was taken over by VS PPT.
Event 2.2.13. Develop and deliver ICS task-specific training: Case Manager Supervisor and Case Manager for infected premises. Training: oversee and educate producers on biosecurity practices and financial documents and processes. Infected premise biosecurity plans.	Event was taken over by VS PPT.
Event 2.2.14. Develop and deliver ICS task-specific training: Biosecurity manager for production facilities. Training will focus on managing biosecurity measures on infected premises with large and complex production practices. Include soft skill techniques and enforcement skills in the training. Include inventory of destroyed materials in the training. Train to create Infected Premise Biosecurity Plans.	Event was taken over by VS PPT.
Event 2.2.16. Leverage materials available from other federal agencies regarding responsibilities and procedures for working with contractors and make materials available to VS personnel.	Workgroup was unable to find materials from other federal agencies.
Event 2.2.17. Develop and deliver ICS task-specific training for cleaning and disinfection, Virus Elimination Technical Specialist. Include barn assessments, C&D, Depopulation and Disposal Group personnel in training.	Event was rolled into Event 2.2.31.
Event 2.2.18. ICS task-specific training: Deliver training for VS IMT Logistics Section Chiefs and the Information Technology Unit Leaders addressing National Veterinary Stockpile (NVS) state inventory management file and logistics section job aids.	NVS Training was held in FY 2015.
Event 2.2.19. ICS task-specific training: Develop and deliver training for the Carcass Disposal Coordinator (for all species). Delivery will take place through the Disposal Discussion Group monthly call.	Workgroup developed the Carcass Management Desk Reference Guide and Carcass Management Dashboard.
Event 2.2.20. Develop and deliver a face-to-face course focused on APHIS safety issues. Course will be designed for ICS supervisory-level personnel.	Course was held at the FY 2017 VS IMT Seminar.
Event 2.2.21. Develop and train District-level Strike Teams and Task Forces to support response activities focusing on the 23 Critical Tasks identified by VS for FAD response.	VS Districts developed district-level Incident Management Teams.

Closed Event	Reason for Closure
Event 2.2.23. Animal welfare and handling training (multiple species). Could be multiple trainings or stand alone.	Event was closed due to higher priorities.
Event 2.2.24. Survival Skills for Working in a Multi-Disciplinary Response to Zoonotic Diseases.	Workshop was held in FY 2017.
Event 2.2.26. ICS Task Specific Training: Develop and deliver Field Reimbursement Specialist Training for swine production operations.	Event was taken over by VS PPT.
Event 2.2.27. Train Depop Group Supervisors and Disposal Coordinators to assist growers in conducting farm level and barn level assessments.	Event was closed due to higher priorities.
Event 2.2.29. Develop and deliver training on the role of future planning within the IMT structure during a FAD response.	Complexity analysis tool was developed for use in an expanding incident. A game was developed to help participants use the complexity analysis tool.
Event 2.2.30. Develop a training on the 24-hour depopulation goal and policy, including a webinar to discuss ventilation shutdown criteria, procedures, and its decision tree.	Webinar was held on ventilation shutdown by the Indiana Board of Animal Health.
Event 2.2.31. Develop and conduct quarterly conference calls to discuss decontamination/depopulation/disposal.	Webinars were held on a variety of topics and were recorded to the FAD Eye SharePoint site.
Event 2.2.32. Conduct a national-level webinar, including VS, external partners, and industry stakeholders, to develop biosecurity and site-specific biosecurity plans for impacted industries and premises.	Three webinars were conducted in FY 2017-2018.
Event 2.2.36. Conduct a survey to determine what information management training, beyond EMRS, is needed.	Event was combined with Event 1.2.1. in FY 2019.
Event 2.2.38. Develop a pathway for personnel to develop the skills necessary to fill specific IMT-Plus positions.	Event was closed due to higher priorities.
Event 2.2.39. Develop and deliver an introductory carcass disposal course for district personnel.	Course was delivered at the VS Emergency Coordinator Workshop. ECs will be delivering the training to VS Districts and states.
Event 2.2.40. Develop a training program to develop potential SMEs on various topics needed during a response; for example, specific diseases, virus elimination, etc.	Event was closed due to higher priorities.

Closed Event	Reason for Closure
Event 2.2.45. Develop and deliver a training on the development of a disease surveillance sampling plan using the VS Outbreak Surveillance Toolbox <sup>10</sup> .	Event was combined with Event 2.2.43. in FY 2022.
Event 2.2.51. Develop and deliver a webinar series discussing ways to engage industry and external emergency response stakeholders during a FAD response. Topics will include communication, unified command, training industry teams, working with an IMT Liaison, and multi-agency coordination.	Three webinars were completed in FY 2023-2024.
Event 2.2.52. Develop and deliver a just-in-time training on biosecurity, including proper personal protective equipment use, cleaning and disinfection, on-farm biosecurity, and hierarchy of control. <sup>11</sup>	Materials were developed through a NADPRP project.

<sup>10</sup> <https://www.aphis.usda.gov/aphis/ourfocus/animalhealth/ceah-toolbox/home>

<sup>11</sup> <https://www.cdc.gov/niosh/topics/hierarchy/default.html>

**Objective 2.3. Promote and support FAD/EDI response training provided by the VS PPT.**

Closed Event	Reason for Closure
Event 2.3.1 (FY 14). Continue to promote and provide FAD/EDI response training through the VS PPT.	FAD/EDI response trainings are being promoted through the VS NTEP newsletter.
<p>Event 2.3.1. PPT will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the Secure Food Supply (SFS) plans.</p> <ul style="list-style-type: none"> <li>a. SFS 101a – Overview of SFS plans for pork, milk, eggs, broilers, and turkeys.</li> <li>b. SFS 101b – Support VS engagement in state and regional planning efforts.</li> <li>c. SFS 101c – Incorporate commodity training into SFS to explain culture and structure of the participating industries.</li> <li>d. SFS 101d – Deliver commodity-specific training discussing current permitting processes in SFS systems.</li> </ul>	Several webinars were conducted on SFS. SFS recorded webinars are stored on the VS NTEP webpage.
Event 2.3.2 (FY 14). Continue to train analysts and intact Incident Management Teams in Emergency Management Response System (EMRS) 2.0.	Event was combined with Event 2.2.37.
<p>Event 2.3.2. PPT will deliver new training for VS and external stakeholder emergency responders, including the private sector, on the VS foot-and-mouth disease (FMD) vaccination policy and contingency planning.</p> <ul style="list-style-type: none"> <li>a. FMD Vaccination 101a – Basics of the VS policy, response options, and roles and responsibilities.</li> <li>b. FMD Vaccination 101b – State and regional FMD vaccination contingency planning.</li> </ul>	FAD Vaccination 101 webinar was conducted. A vaccination planning workshop has been developed and piloted. A vaccination TTX is forthcoming.
Event 2.3.3. PPT will deliver ICS task-specific training: Captive bolt training for VS and external stakeholder emergency responders responsible for livestock and poultry depopulation.	Captive bolt training continues to be part of the VS PPT Program Disease Field Skills Course.
Event 2.3.4. PPT will deliver ICS task-specific training: How emergency responders can use the California Animal Health Emergency Management System tool.	Event was closed due to higher priorities.
Event 2.3.5 (FY 15). Quarterly FAD/EDI continued education distance training, e.g., disease refreshers, including tickborne FADs, novel diagnostic technologies, and screwworm response.	A webinar about FAD PReP was held in FY 2015.

Closed Event	Reason for Closure
Event 2.3.5. PPT will offer and deliver ICS task-specific training: Foreign animal disease diagnostician (FADD) swine sampling, PPE, FAD/EDI preparedness and response training in VS Districts.	Event was closed due to higher priorities.
Event 2.3.6 (FY 15). Emergency response support roles, e.g. biosecurity and safety.	Two biosecurity courses were held in FY 2015.
Event 2.3.6. PPT will deliver ICS task-specific training: Livestock and poultry appraisal (using calculators) and compensation training within VS Districts.	Training was conducted in all VS Districts.
Event 2.3.7. PPT will continue to deliver Foreign Animal Disease Investigation Refresher (FADIR), Foreign Animal Disease Response Refresher (FADRR), Outbreak Investigations, Geospatial, and Field Epidemiology training courses.	Courses continue to be conducted by VS PPT.
Event 2.3.8. PPT will facilitate delivery of a webinar on Workers Compensation During a Response for Finance and Administration Personnel.	Materials for the webinar are posted on the VS NTEP webpage.
Event 2.3.9. PPT will develop and deliver position-specific training for the IMT Training Coordinator position.	Course continues to be conducted by VS PPT.

**Objective 2.4. Train on new and emerging animal disease FAD PReP documents.**

Closed Event	Reason for Closure
Event 2.4.1 (FY 14-15). Develop training materials on One Health core competencies and integrate them into future training Events.	Training was held in FY 2015.
Event 2.4.1. Conduct a webinar for VS and external stakeholder emergency responders on the FAD PReP Ebola Virus Disease Interim Livestock Response Plan.	Event was closed due to higher priorities.
Event 2.4.2. Develop a FAD PReP Standard Operating Procedure (SOP) on VS IMT deployment and raise awareness with VS personnel and State Animal Health Officials on the process to request and deploy VS IMTs. Training should include services and capabilities. Event should include webinars to discuss IMT organization structure with state partners.	Materials developed were a state engagement SOP and Requesting a VS IMT and Transfer of Command TTX.
Event 2.4.3. Develop FAD PReP document-inquiry games and tools.	Event was combined with Event 2.2.28.
Event 2.4.4. Develop and deliver training on the FAD PReP guidance for outbreak surveillance for backyard flocks.	Event was completed during the 2022-2024 HPAI outbreak.

Closed Event	Reason for Closure
Event 2.4.5. Develop and deliver a training on new VS policies for FAD Response. Training will include a review of the 72-hour movement standstill/management movement policy.	Event was closed due to higher priorities.

**Objective 2.5. Create a model for ICS position-specific on-the-job training to facilitate emergency preparedness and response training for VS and external stakeholder emergency response personnel.**

Closed Event	Reason for Closure
Event 2.5.1 (FY 15). ICS position-specific training for Incident Commanders and Public Information Officers: Develop and deliver an annual risk communication course focused on a FAD/EDI response.	Event was combined with Event 2.2.2.
Event 2.5.2. Develop a coaching/mentoring strategy to assist with training of VS IMT personnel.	Event was closed due to higher priorities.
Event 2.5.3. Develop a training that covers how an incident unfolds and the various job descriptions involved in a response.	Event was closed due to higher priorities.
Event 2.5.4. Develop and deliver a checklist of just-in-time response orientation trainings for new-hires	Materials were developed during the 2022-2024 HPAI outbreak.

**Priority 3: Exercise VS and External Stakeholder Emergency Responder Capabilities**

**Objective 3.1. Conduct discussion-based exercises to validate emergency preparedness and response plans and capabilities.**

Closed Event	Reason for Closure
Event 3.1.1(FY 14). The Science, Technology, and Analysis Services (STAS) National Veterinary Services Laboratories (NVSL) conduct a workshop to review existing NVSL and National Animal Health Laboratory Network (NAHLN) after-action reports (AAR) and build an improvement plan for corrective action.	Workshop was held in FY 2014.
Event 3.1.1(FY 15). Livestock market emergency response plan template and workshop.	The Livestock Market Emergency Response Plan Training was held in Bossier City, LA, Omaha, NE, and Winchester, VA. Event was moved to Event 3.1.4.

Closed Event	Reason for Closure
Event 3.1.1. One Health workshops that build on the One Health Systems Mapping and Analysis Resource Toolkit (OH-SMART) training received. In FY 15 this Event was moved from its designator of 3.1.5.	Workshop for state and federal partners involved in implementing monitoring of HPAI responders for influenza-like illness conducted in FY 2016.
Event 3.1.2 (FY 14-15). National Animal Health Laboratory Network FMD laboratory receiving/accessioning drill.	NAHLN lab FMD sample receiving and accessioning drill was conducted in FY 2015.
Event 3.1.2. Provide tabletop exercises (TTX) to evaluate the processes to request the support of a VS IMT, integrate a VS IMT with state resources, and transfer command between teams.	Requesting a VS IMT and Transfer of Command TTX conducted in FY 2017.
Event 3.1.3 (FY 14). VS T&E planning team conduct a workshop to evaluate existing AARs and real emergencies, and build an improvement plan for corrective actions.	VS training and exercise improvement plan developed in FY 2014.
Event 3.1.3 (FY 15). Two-day national workshop for incident management teams to build draft SOPs for transfer of incident command.	VS IMT Seminar/Workshop was held in FY 2015 and FY 2016. State Engagement SOP was developed.
Event 3.1.3. Deliver a TTX, in cooperation with external stakeholder emergency responders, to assess the emergency preparedness capabilities to respond to a screwworm outbreak.	New World Screwworm TTX was developed and conducted in FY 2019.
Event 3.1.4 (FY 14). Conduct TTXs in each of the new Surveillance, Preparedness and Response Services (SPRS) Districts on the mobilization, integration, and transfer of command between IMTs.	Event was closed due to higher priorities.
Event 3.1.4 (FY 15). Two-day national workshop for federal IMTs and state and regional animal health partners to review processes, identify gaps, and develop SOPs that will expedite issuance of SFS permits.	Event was repurposed into Event 3.1.7.
Event 3.1.4 (FY 16). Conduct a Livestock Market Emergency Response Plan Workshop in every VS District (virtual).	Workshops were delivered in VS District 4, VS District 3, and VS District 1.
Event 3.1.5 (FY 14). Develop and make available to response partners an example of a One Health tabletop exercise.	Event was closed due to higher priorities.
Event 3.1.5 (FY 15). One-day workshop at APHIS headquarters to develop SOPs to recall and mobilize personnel assigned to the APHIS Emergency Operation Center for a FAD/EDI.	Event was conducted in FY 2015.

Closed Event	Reason for Closure
Event 3.1.5. Develop online discussion-based exercise materials that are available for download by FADDs to utilize at local, state, district, and national meetings.	FAD training modules were developed by VS PPT and are available online.
Event 3.1.6 (FY 15). TTX in each VS SPRS District (6 total) to validate the transfer of incident command SOP.	Event was combined with Event 3.1.2.
Event 3.1.6. Deliver a virtual workshop to develop a VS IMT SOP for check-in and check-out procedures, including demobilization procedures, for emergency response.	SOP for check-in and check-out procedures developed in FY 2016.
Event 3.1.7 (FY 15). Develop and make available to emergency response partners a template of one health TTX documents.	Event was combined with Event 3.1.5(FY 14).
Event 3.1.8 (FY 15). National seminar on the flow of information between independent USDA APHIS and state electronic systems during an emergency.	Event was combined with Event 3.1.10 (FY 15).
Event 3.1.8. Conduct a series of webinars to discuss IMT organizational structure.	VS IMT organizational structure was developed during the VS IMT workshops.
Event 3.1.9 (FY 15). Series of national workshops to develop FAD/EDI joint information center communication processes and tools.	Event was combined with Event 2.2.2.
Event 3.1.9. Conduct a workshop with the VS SPRS Cattle Health Center staff and the Avian, Swine and Aquatic Animal Health Center staff to build communication between the Incident Coordination Group organization and IMTs.	Event was completed during the FY 2018 ARMAR functional exercise
Event 3.1.10 (FY 15). TTX in each VS SPRS District (6 total) on the flow of information between independent USDA APHIS and state electronic systems during an emergency.	Event was closed due to higher priorities.
Event 3.1.11 (FY 15). TTX in cooperation with external stakeholder emergency responders to assess the emergency preparedness capabilities to respond to a screwworm outbreak.	Event was changed to Event 3.1.3.
Event 3.1.11. Develop and conduct discussion-based TTXs on utilizing any new decontamination/depopulation/disposal (3D) tools.	Event was changed to a seminar. Event is combined with Event 2.2.31.

Closed Event	Reason for Closure
Event 3.1.13. Develop and conduct a tabletop exercise for a team of state and federal animal and public health officials to manage response activities and infection risk for responders during a poultry disease outbreak caused by 1) a moderate risk zoonotic avian influenza outbreak strain, and 2) a high risk zoonotic avian influenza outbreak strain utilizing OHSMART principles.	Developed and conducted the Zoonotic HPAI Outbreak TTX.
Event 3.1.14. Develop and deliver discussion-based virtual exercise materials that VS Districts can use for Poultry Depopulation Group Supervisors and Poultry Carcass Disposal Coordinators.	Event was closed due to higher priorities.
Event 3.1.15. Develop and conduct a workshop for VS and Food Safety Inspection Service (FSIS) officials to identify APHIS and FSIS regulations and policies that would be in effect during a FAD outbreak. VS and FSIS will develop a TTX to test VS and FSIS response during a multi-tiered response to an FMD outbreak. The resulting TTX will be piloted and then made available for district application.	TTX conducted in FY 2018.
Event 3.1.20. Develop and deliver an exercise on responder communication with impacted individuals.	This Event was combined with 3.1.16.
Event 3.1.23. Develop and deliver a regional animal movement standstill exercise.	Event was closed due to higher priorities.

**Objective 3.2. Conduct a series of drills and functional exercises to validate specific operational procedures and functions.**

Closed Event	Reason for Closure
Event 3.2.1 (FY 14). Conduct drills in each new SPRS District to recall and dispatch responders for the ICS organization in that District. (Develop ICS 203 organizational assignment list or similar tool, develop procedures and a call tree, implement procedures to recall and dispatch District personnel for a simulated emergency limited in scope to the District.)	Event was closed due to higher priorities.
Event 3.2.1 (FY 15). Drill in each VS SPRS District (6 total) to validate procedures for the investigation of potential FAD/EDIs and Emergency Management Response System (EMRS) 2.0.	Event was combined with Event 3.3.9.
Event 3.2.1. Develop and distribute drill materials to Public Information Officers to practice risk communication skills received from previous training.	Event was combined with Event 2.2.2.

Closed Event	Reason for Closure
Event 3.2.2 (FY 14). Conduct drill in each new SPRS District to test the readiness and use of foreign animal disease diagnostician kits.	Event was combined with Event 3.2.2.
Event 3.2.2 (FY 15). Drill at APHIS headquarters to develop SOPs to recall and mobilize personnel assigned to the APHIS Emergency Operation Center for a FAD/EDI.	Event was combined with Event 3.1.5 (FY 15).
Event 3.2.3 (FY 14). Conduct drills in each new SPRS District to test procedures for the investigation of potential FAD/EDIs.	Event was combined with Event 3.2.2. and is ongoing.
Event 3.2.3. Develop and conduct drills in VS Districts to validate captive bolt skills received from previous training.	Event was developed and delivered in FY 2019.
Event 3.2.4 (FY 14). Conduct drill in each new SPRS District to test animal traceability functionality for a FAD/EDI investigation.	Drills conducted in each VS District in FY 2014.
Event 3.2.4 (FY 15). Drill in each VS SPRS District (6 total) to test Phase 1 as outlined in the FAD PReP Strategy Document – Classification of Phases and Types of a Foot-and-Mouth Disease Outbreak and Response, Draft March 2013.	Event was closed due to higher priorities.
Event 3.2.4. Develop drill materials for VS Districts to validate EMRS skills acquired through previous trainings.	Event built into EMRS component of Event 3.2.2.
Event 3.2.5 (FY 14). Conduct drills in each new SPRS District to test proficiency in the EMRS 2.0 procedures.	Event combined with Event 3.3.9.
Event 3.2.5 (FY 15). Drill in each USDA APHIS SPRS District (6 total) to validate FAD/EDI joint information center communication.	Event was closed due to higher priorities.
Event 3.2.5. Develop and deliver functional exercise materials that VS Districts can use for Poultry Depopulation Group Supervisors and Poultry Carcass Disposal Coordinators.	Event was closed due to higher priorities.
Event 3.2.6 (FY 14). Conduct drills at APHIS headquarters to recall and mobilize personnel assigned to the APHIS Emergency Operations Center for a FAD/EDI consistent with the APHIS Mobilization Guide and APHIS MAC Support Staffing Plan.	Event was completed with Event 3.1.5(FY 15).
Event 3.2.6. Develop and deliver drill materials for poultry depopulation barn assessments that VS Districts can use for Poultry Depopulation Group Supervisors and Poultry Carcass Disposal Coordinators.	Event was closed due to higher priorities.

Closed Event	Reason for Closure
Event 3.2.9. Develop and conduct a virtual drill on above-ground burial.	Event was closed due to higher priorities.

**Objective 3.3. Participate and engage in trainings and exercises sponsored by or in collaboration with external stakeholder emergency responders that support the VS T&E strategy.**

Closed Event	Reason for Closure
Event 3.3.1 (FY 14). Collect and catalog preparedness activities including those international in scope.	Event was closed due to higher priorities.
Event 3.3.1. Conduct workshop on area command with Northeast state and VS partners. This started with VS and the Multistate Partnership for Security in Agriculture (MSPSA) planning for Area Command.	Event was completed with Event 3.3.2.
Event 3.3.2 (FY 14). Notify emergency responders of upcoming events.	Event was combined with Event 1.2.3.
Event 3.3.2. Conduct a joint MSPSA and VS TTX for incident command and resource management during a multi-state FAD outbreak.	The State-VS Resource Management and Incident Command TTX was developed and delivered in FY 2017.
Event 3.3.3. Conduct joint MSPSA and VS drills for incident command and resource management during a multi-state FAD outbreak.	This Event was combined with Event 3.3.4.
Event 3.3.4. Develop and conduct a joint state and VS multi-day functional exercise (Foreign Animal Disease Southern Agriculture Functional Exercise [FADSAFE]). The exercise will engage VS and the Southern Animal Health Association states.	The ARMAR functional exercise was developed and delivered in FY 2018 and the FAD SAFE functional exercise was developed and delivered in FY 2022.
Event 3.3.5 (FY 15). VS personnel participate in external stakeholder exercises.	This Event was combined with Event 1.1.6.
Event 3.3.5. Explore existing exercise materials for possible adaptation for use by IMTs in their training and preparedness programs.	Event was closed due to higher priorities.
Event 3.3.6. Assist VS personnel to participate in external stakeholder exercises and provide AARs as appropriate.	This Event was combined with Event 1.1.6.
Event 3.3.7. Develop materials and conduct TTX on Unified Command.	Unified Command TTX was developed and delivered in FY 2017.
Event 3.3.8. Develop and deliver TTX or virtual drills for Case Managers, Site Managers, and Reimbursement Specialists to practice skills learned in training.	Event was taken over by NVS.

Closed Event	Reason for Closure
Event 3.3.10. Develop and deliver a TTX on the 24-hour depopulation goal and policy, including a webinar to discuss ventilation shutdown criteria, procedures, and decision tree.	Event was closed due to higher priorities.

**Objective 3.4. Adopt a process for VS T&E improvement planning.**

Closed Event	Reason for Closure
Event 3.4.1. Develop and implement an effective corrective action program to ensure that Improvement Plans from exercises and emergency incidents are implemented, corrective actions are tracked, and tangible preparedness improvements are documented, distributed, and implemented.	The VS Corrective Action Program was developed and is maintained through Event 1.3.1.

**Objective 3.5. Address lessons learned from the HPAI Response AAR Improvement Plan**

Closed Event	Reason for Closure
Event 3.5.1 (FY 15). Assess new technologies and processes that can support virtual exercise design/development, conduct, evaluation, and improvement planning.	Event was combined with Event 1.1.5.
Event 3.5.1. Conduct a national-level workshop, including VS, external stakeholder emergency responders, and industry, to develop biosecurity and site-specific biosecurity plans for impacted industries and premises.	Event was merged into other Events.
Event 3.5.2. Conduct discussion-based TTXs on VS response plans. Specific plans that have been mentioned include: deploying vaccine on a large scale, auditing biosecurity, utilizing any new decontamination/depopulation/disposal (3D) tools; and activating the NAHLN.	Event was merged into other Events.

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## Appendix F: Acronyms

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3D	Decontamination/Depopulation/Disposal
AAR	After-Action Report
APHIS	Animal and Plant Health Inspection Service
ARMAR	Agriculture Resource Management and Response Functional Exercise
ASF	African Swine Fever
BGMP	Bovine Germplasm Movement Plan
BRIA	Basic Radiological Incident Awareness
CAP	Corrective Action Plan
COR	Contracting Officer Representative
COVID-19	Novel Coronavirus Disease 2019
D&B	VS Diagnostics and Biologics
DHS	Department of Homeland Security
EDI	Emerging Disease Incident
EMA	Emergency Management Agency
EMI	Emergency Management Institute
EMSSD	Emergency Management Safety and Security Division
EMRS	Emergency Management Response System
EPC	Emergency Preparedness Committee
EPR	Emergency Preparedness and Response
EUFMD	European Commission for the Control of Foot-and-Mouth Disease
FAD	Foreign Animal Disease
FAD PReP	Foreign Animal Disease Preparedness and Emergency Response Plan
FAD SAFE	Foreign Animal Disease Southern Agriculture Functional Exercise
FADD	Foreign Animal Disease Diagnostician
FADDL	Foreign Animal Disease Diagnostics Laboratory
FADIR	Foreign Animal Disease Investigation Refresher
FADRR	Foreign Animal Disease Response Refresher
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FiOps	VS Field Operations
FMD	Foot-and-Mouth Disease

FSE	Full-Scale Exercise
FSIS	Food Safety Inspection Service
FY	Fiscal Year
HPAI	Highly Pathogenic Avian Influenza
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
IMT	Incident Management Team
MSPSA	Multistate Partnership for Security in Agriculture
NADPRP	National Animal Disease Preparedness and Response Program
NAHLN	National Animal Health Laboratory Network
NAMI	North American Meat Institute
NARA	North American Renderers Association
NFSP	National Feral Swine Program
NIMS	National Incident Management System
NPIC	National Preparedness and Incident Coordination Center
NTEP	National Training and Exercise Program
NVS	National Veterinary Stockpile
NVSL	National Veterinary Services Laboratory
NWCG	National Wildlife Coordinating Group
OH-SMART	One-Health System Mapping and Analysis Toolkit
PO	People Operations
PPQ	Plant Protection and Quarantine
PPR	Peste des Petits Ruminants
PPT	Professional People Training
RAEF	Registered Aquaculture Export Facility
RHDV2	Rabbit Hemorrhagic Disease Virus 2
ROSS	Resource Ordering and Status System
RP	Rinderpest
RPS	Resources, People, and Services
S&P	VS Strategy and Policy
SFEAR	Swine Fever Exercise for Agricultural Response
SFS	Secure Food Supply
SME	Subject Matter Expert

SOP	Standard Operating Procedure
SPRS	Surveillance, Preparedness and Response Services
SSWS	Secure Sheep and Wool Supply
STAS	Science, Technology, and Analysis Services
T&E	Training and Exercises
TEP	Training and Exercise Plan
TEPW	Training and Exercise Planning Workshop
TTX	Tabletop Exercise
USDA	United States Department of Agriculture
VERRC	Volunteer Emergency Ready Response Corps
vND	Virulent Newcastle Disease
VS	Veterinary Services