

**Animal and Plant Health Inspection Service
(APHIS)**

**Agricultural Health and Homeland
Security Emergency Response
Integration Plan**

APHIS Emergency Management Leadership Council

Version 1
January 31, 2007

Executive Summary

Changing scope and nature of APHIS emergency responsibilities

As part of its mission to protect the health and value of American agriculture and natural resources, APHIS and its program cooperators have developed a proven capacity to effectively respond to a wide variety of threats to animal and plant resources and agricultural trade. In recent years APHIS has been assigned additional homeland security responsibilities -- to prepare for and respond to natural and man-made disasters, including agro-terrorism.

Comprehensive response plan for entire range of emergencies

The APHIS Emergency Management Leadership Council (EMLC) has developed this plan as a comprehensive guide of how APHIS responds to the entire range of agricultural health and homeland security emergencies. The guidance is presented as a modular package containing a base plan, appendices with the EMLC charter and annual operating plan, and a series of separate, stand-alone guides with more detailed emergency response policies, procedures, and standards.

Aligned with national response guidelines

APHIS follows national emergency response guidelines established in the National Incident Management System (NIMS) and the National Response Plan (NRP). APHIS' response is focused on supporting local needs, using three organizing principles: incident command structure, multi-agency coordination, and public information systems.

Incident Command

APHIS' six program operations units have each built strong national and international agricultural health networks of emergency response cooperators. Depending on the nature of the emergency, any of the APHIS program units could have a leadership role at the emergency incident site, working jointly with local cooperators in a unified command structure.

Coordination Structure and Roles

Depending on the scope and evolution of the emergency, the APHIS program lead unit and local cooperators will need to involve others in the response. APHIS has several permanent structures in place to coordinate the delivery of outside resources and other support to the emergency incident sites:

- EMLC
- APHIS' Office of Emergency Management and Homeland Security (OEMHS)
- USDA's Marketing and Regulatory Programs Business Services (MRPBS) and its emergency division
- APHIS' Veterinary Services and Plant Protection and Quarantine emergency programs staffs

The *Integration Plan* delineates the roles and responsibilities of these permanent bodies, along with processes and infrastructure set up to respond appropriately to the entire range of emergency scenarios.

Preparedness

The base plan also highlights the EMLC's priorities for laying the groundwork, so that APHIS is fully prepared to respond to any type of emergency. Emergency preparedness for APHIS involves:

- Response guidelines and plans readily available for responders
- Personnel training and emergency position qualification standards
- Equipment and supply standards
- Test exercises
- Mutual aid agreements
- Publication management
- Homeland security project development

Resource Management

The base plan also focuses on a key EMLC goal: to ensure that incident command posts receive adequate personnel, equipment, supplies, and services to achieve response objectives. To accomplish this, the EMLC has adopted a total mobility policy, which calls for positioning resources to meet anticipated and existing incident needs, *regardless of geographic or organizational affiliation*. When competition for agricultural health resources occurs, the EMLC will establish national and regional priorities.

Information Management

The plan also sets priorities for information management systems needed for effective response. The EMLC's goal is for all entities involved in emergency response to have real-time access to key information about:

- Resource orders and status
- Task assignments and status
- Incident administrative and financial management
- Disease or pest status at incidents

EMLC Leadership

The last section of the base plan focuses on the EMLC's main mission: To ensure that the activities described in this plan result in an effective and efficient response to all types of emergencies. The additional complexity and scope of APHIS new emergency management assignments call for a pro-active management style in which the EMLC sets priorities and closely monitors progress toward accomplishing the objectives in the plan.

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Introduction

The mission of USDA's Animal and Plant Health Inspection Service (APHIS) is to protect the health and value of American agriculture and natural resources. To achieve this mission, APHIS and its program cooperators and stakeholders have built an agricultural health emergency management system to prevent, prepare for, respond to, and recover from threats affecting animal and plant resources or the food supply.

After the terrorist attacks of September 11, 2001 and subsequent analysis of major threats, the National Response Plan and Homeland Security Presidential Directives considerably expanded the scope and nature of APHIS' emergency management responsibilities.

The APHIS Emergency Management Leadership Council (EMLC) has developed this plan to serve as a comprehensive guide of how APHIS responds to the entire range of agricultural health and homeland security emergencies.

The EMLC has aligned its plan with key national and USDA emergency management policies and plans, including:

- Homeland Security Presidential Directives (HSPD)
- National Response Plan (NRP)
- Government Coordinating Council (Food and Agriculture Sector) decisions and plans
- National Incident Management System (NIMS)
- USDA Strategic Plan
- APHIS' 2003-2008 Strategic Plan

To successfully accomplish its emergency management responsibilities, APHIS works in close collaboration with other Federal agencies, State, tribal, territorial and foreign governments, as well as non-governmental groups and the private sector.

Congress has provided APHIS with legal authorities and resources needed to carry out its roles and responsibilities. Some of the key laws include the Plant Protection Act, the Animal Health Protection Act, and the Public Health Security and Bioterrorism Preparedness and Response Act. Of the \$1.4 billion in APHIS annual 2006 budget, Congress appropriated over \$140 million for emergency response and preparedness activities. For responding to specific emergency situations, APHIS often uses other sources of funding, such as Congressional supplemental appropriations and transfers from the Commodity Credit Corporation (CCC). In the past six years, CCC emergency transfers to APHIS totaled over \$1.3 billion. Depending on the situation, APHIS often will pool these Federal resources with those of States and other emergency response jurisdictions, to optimize response effectiveness. APHIS employs over 8,500 personnel, organized into six program operations units and three management support units, to effectively and efficiently manage these resources. The complete Agricultural Health and Homeland Security Emergency

Response Integration Plan is a modular package consisting of a base plan, appendices, and a series of separate stand-alone guides with more detailed emergency response policies, procedures and standards.

The **Base Plan:**

- Defines the **command and coordination** roles and responsibilities of APHIS' program and support units in responding to the entire range of emergency incident scenarios.
- Describes the main processes APHIS uses to **prepare** to respond
- Documents how APHIS ensures that there are adequate **resources** (equipment, supplies, personnel, and services) available to respond effectively to agricultural health emergencies and to meet requests for APHIS' assistance in other types of emergencies.
- Specifies the **information systems** and technologies that APHIS uses to ensure an effective response to all types of incidents;
- Explains how the EMLC will **coordinate and prioritize** all the activities in this plan, to ensure an effective response to any emergency situation.

The **Appendices** contain the :

- **EMLC Charter**
- **Annual EMLC Operational Plan**, including the goals and milestones the EMLC plans to achieve in 2007.

The **Stand-Alone Modules** (completed or in various stages of development) include:

- ***MRPBS Emergency Administrative Support Guide***
[Under Review] This document is in current use and includes all the administrative policies and procedures to support APHIS' emergency response
- ***APHIS Emergency Qualifications System Guide***
[Under Construction] Standard emergency positions and position task books, along with trainings and job aids offered to help employees perform required emergency position tasks
- ***APHIS Emergency Mobilization Guide***
[In Design] Comprehensive set of procedures, protocols, and agreements among APHIS program and support units and cooperator agencies to mobilize personnel, equipment, supplies and services for responding to emergencies
- ***APHIS Emergency Response Standards Guide***
[In Design] Standards for all components of APHIS emergency response operations, including equipment, laboratory standards, NRP Emergency Support Function 11 (ESF-11) operating procedures, Emergency Operations Center plans and guides, communications plans and guides, and agricultural health response procedures.

Command and Management

This section of the plan describes the range of emergency scenarios and how APHIS' program and support units organize their response around three main systems of the NIMS:

- Incident Command Structure
- Multi-agency Coordination
- Public Information

APHIS Emergencies: Scope and Type

APHIS' response actions depend on the nature and scope of the emergency event.

Outbreaks of pests or diseases threatening agricultural production and trade

APHIS' traditional role has been to provide Federal leadership and resources to manage outbreaks of pests or diseases threatening agricultural production and trade. These outbreaks range from single incidents in one State (Peach Fruit Fly), to multiple incidents occurring in one APHIS region (Exotic Newcastle Disease), to other countries' outbreaks that directly threaten the United States (Mediterranean fruit fly in Mexico and Hog Cholera in the Dominican Republic and Haiti).

Other Agricultural Health Situations

In recent years, APHIS' protection responsibilities have expanded to include other agriculture-related industries, such as aquaculture and biotechnology. For example, there have been several incidents involving the unintentional release of genetically modified grain into the environment, which threatened grain exports from the entire United States.

Threats to Natural Resources

As APHIS' mission has expanded more into protecting natural resources, we are expected to respond to disease or pest outbreaks in wildlife and forests. Examples include chronic wasting disease in deer and elk and introductions of Asian Long-Horned Beetle and Emerald Ash Borer. These pests and diseases have spread to several States.

Threats to Public Health

Some of the agricultural and natural resource health threats also are human health threats, and this ratchets up the expectations for a quick and effective APHIS response. Some important examples include West Nile virus in birds, bovine spongiform encephalopathy (BSE) in cattle, rabies in wildlife, and highly pathogenic avian influenza (HPAI-Asian strain) in wild birds and poultry.

Agro-Terrorism

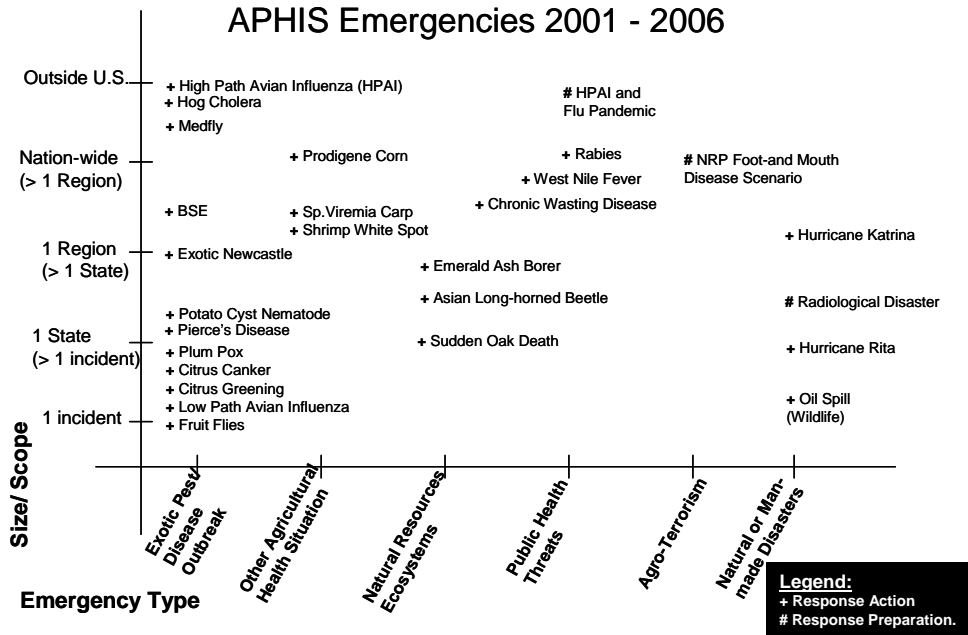
Although APHIS is expected to respond to "normal" agricultural and natural resources health threats and zoonotic disease outbreaks, the NRP and HSPD-10 ("BioDefense for the 21st Century") added new responsibilities related to agro-terrorism and other major agricultural health disasters that threaten the entire U.S. economy. One of the main bioterrorism scenarios is the introduction of foot-and-mouth disease in multiple locations around the country.

"All-Hazards"

APHIS is also expected to play a role in a wide variety of emergency incidents – "all hazards" – unrelated to outbreaks of pests and diseases threatening agricultural production and trade. Thus, in 2005, when FEMA activated the NRP ESF-11 after Hurricane Katrina, APHIS participated in many response activities, including animal rescue,

disposal of animal carcasses, and facilitating grain shipments.

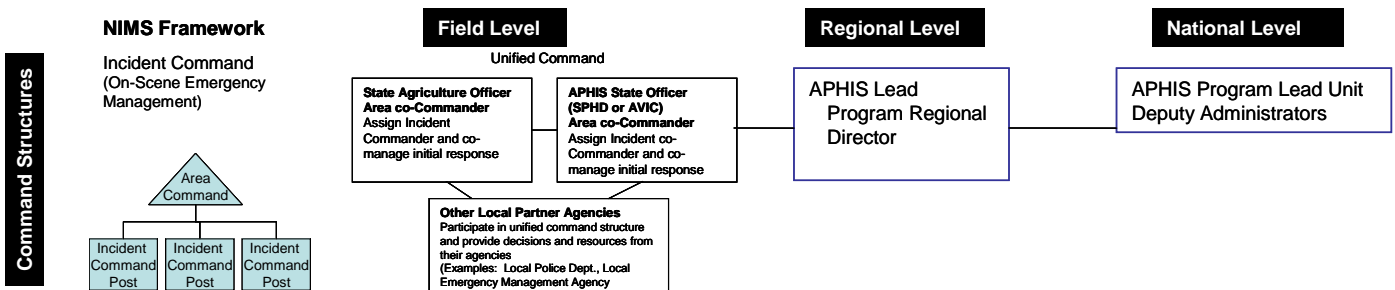
The chart below provides a summary of the range of emergency types APHIS and its partners have responded to, or used Federal emergency funding to prepare for, since 2001.



Incident Command Structure

In keeping with NIMS operating principles, APHIS' response to any type of emergency is focused on supporting local responder needs. When the local jurisdiction requests Federal assistance, the APHIS Program Lead Unit will work cooperatively with local jurisdiction counterparts to develop and implement a joint incident action plan, with a unified incident command structure resourced to appropriately manage the emergency. Many governmental units, as well as industry partners will be working cooperatively within this structure.

Within APHIS, the chain of command within the Program Lead Unit involves the Deputy Administrator's office, the Regional Director's Office, and the State or field office. (See typical chain of command in the chart below.)



Depending on the nature of the emergency, any of APHIS' program units can become the lead unit responsible for managing Federal resources and legal authorities for the incident.

Plant Protection and Quarantine, Veterinary Services, International Services

Plant Protection and Quarantine (PPQ) and Veterinary Services (VS) are usually the APHIS lead when the emergency is an outbreak of a pest or disease. If the threat is a pest or disease outbreak in another country, International Services (IS) has a lead role, and they work closely with either PPQ or VS, and their stakeholder industries, as well foreign counterpart agencies. An example of IS with the lead role in an international emergency was for the 2004 outbreak of Mediterranean fruit fly in Tijuana, Mexico.

Biotechnology Regulatory Services

Biotechnology Regulatory Services (BRS) has the lead for emergencies related to the agricultural biotechnology. Because BRS does not have a large field force and programmatic mechanisms for issuing and enforcing Federal quarantines, it may rely on PPQ or VS for local incident management.

Wildlife Services

For threats to natural resources, Wildlife Services (WS), VS, and PPQ all could have a lead role in incident management, depending on the situation. WS was the lead program unit for the national rabies eradication emergency program carried out by many States. In addition, VS and WS have principle leads when the disease in wildlife threatens domestic animals. This was the situation in chronic wasting disease emergency surveillance and control program and also with HPAI (Asian strain). PPQ is expected to take a lead role for outbreaks of forest pests, such as emerald ash borer.

Emergency Management Leadership Council

If the emergency response requires Federal resources from outside the Program Lead Unit, the EMLC also becomes part of the chain of command. The EMLC must be informed of requests to the USDA Secretary for a declaration of emergency or for receiving emergency Federal funds.

FEMA

For agricultural health emergencies involving major disasters or agro-terrorism, APHIS will need to rapidly adjust its command and management systems to meet the changing needs in the field. It is possible that the Department of Homeland Security (DHS) and its Federal Emergency Management Agency (FEMA) would take over, or at least share, the unified command responsibilities with the APHIS Program Lead Unit and the involved States. For agro-terrorism events, the Federal Bureau of Investigation (FBI) would also have a significant role.

FBI

Major agricultural disasters – either unintentional or caused by terrorists—would require a massive and immediate infusion of Federal resources. Some experts have estimated that up to 10,000 veterinarians and over 100,000 other emergency responders would be needed to deal with an outbreak of Foot-and-mouth disease like that in the United Kingdom in 2001. FEMA is coordinating planning and preparation for such an event, and APHIS-VS is providing technical assistance in the planning effort.

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

Animal Care APHIS Animal Care (AC) has a lead role in assisting States to prepare and implement plans under the Pets Evacuation and Transportation Standards Act, passed by Congress after Hurricane Katrina.

Marketing and Regulatory Programs Business Services (MRPBS) If the disaster has affected APHIS' infrastructure, MRPBS will have a lead role within APHIS to implement continuity of operations and mission assurance plans.

Multi-Agency Coordination

The U.S. agricultural health protection system is built upon supportive relationships between APHIS and its partners, and the NRP has assigned to APHIS the primary responsibility to implement an "integrated Federal, State, local, and tribal response" for major agricultural disasters. Therefore, the EMLC has built into its plan many mechanisms and a concept of operations to ensure that the resources and activities of all those involved in the response are acting in concert.

Permanent Response Coordination Structures

APHIS has several permanent structures to coordinate an effective emergency response.

EMLC

Emergency Management Leadership Council (EMLC): The EMLC is made up of national and regional policy-level managers (see Charter, Appendix 1). During an emergency, the EMLC membership will work closely with the Program Lead Unit at headquarters and in the two regional offices to coordinate an appropriate response. EMLC coordination includes:

- Authorizing MRPBS to initiate emergency administrative support systems and to coordinate necessary services and support.
- Approving the use of the APHIS Emergency Operations Center (AEOC) in Riverdale, Maryland. (EMLC members at the APHIS Regional Offices will approve the use of Regional EOCs, and keep the national EMLC informed of developments in the regional centers.)
- Declaring a situation of total mobility within APHIS, if the emergency response requires APHIS personnel from outside the Program Lead Unit. (In this situation, the EMLC or its regional members set drawdown priorities for all APHIS units.)
- Initiating a national or international Response Coordination Team (RCT) to coordinate the response to a specific agricultural health emergency. (Regional EMLC members may also set up an RCT at the APHIS Regional Office.)
- Serving as APHIS' multi-agency coordination (MAC) group for an incident, unless the EMLC transfers this responsibility to a MAC for a specific incident.
- Working closely with the APHIS Office of Emergency Management and Homeland Security (OEMHS), to ensure adequate

support for NRP-ESF11 activations. (Regional EMLC members will guide the activities of Regional Emergency Management Coordinators in the regions.)

APHIS' Office of Emergency Management and Homeland Security (OEMHS): This unit has several coordination responsibilities, including:

OEMHS

- National NRP ESF-11 coordination
- Coordinating responses on homeland security or other issues concerning emergencies, from the USDA Secretary or Homeland Security Office
- Providing analytical support to the EMLC, along with other direct support, such as maintaining an up-to-date EMLC web site

MRPBS emergency division: This newly proposed unit (working title: **Training and Emergency Preparedness Division**) will coordinate a number of administrative support actions during a response, including:

MRPBS

- Resolving national administrative policy issues that arise during the emergency
- Maintaining the Resource Ordering and Status System (ROSS)
- Managing the national dispatch coordination center in the Riverdale AEOC.
- Providing policy interpretation and guidance in use of the *MRPBS Emergency Administrative Support Guide and the APHIS Emergency Mobilization Guide*
- Providing leadership in implementing Continuity of Operations (COOP) and mission assurance plans
- Managing facility space, maintaining information security, and providing support services at the emergency operations centers.

Both **Veterinary Services** and **Plant Protection and Quarantine** have offices staffed with permanent, full-time employees who carry out a number of emergency response coordination activities, including:

VS and PPQ

- National emergency response strategy and policy development
- Coordinating development of emergency funding requests, in coordination with APHIS Policy and Program Development
- Technical lead on ad hoc Response Coordination Teams (RCT)
- Information sharing with industry stakeholders and cooperators
- Managing regional dispatch coordination centers in the regional offices, in coordination with MRPBS emergency division managers at the national dispatch coordination center.

Concept of Operations

Coordination of Response to Major Agricultural Disasters or Agro-Terrorism

APHIS and USDA have been actively preparing for the possibility of a major disaster related to agricultural health or bio-terrorism. Two major concerns are the potential for an avian influenza pandemic and multiple outbreaks of foot-and mouth disease. Under the National Response Plan, ESF-11, APHIS has primary responsibility to coordinate the response to such events.

EMLC roles

The EMLC would need to rapidly adjust its response strategies and management systems to meet the changing needs in the field. Within

Regional/National/International Response Coordination Teams APHIS, the EMLC would form a National Response Coordination Team and, if necessary, an International Response Coordination Team. The Regional EMLC members would also likely form a Regional Response Coordination Team.

USDA MAC
USDA HSO APHIS would need to draw on personnel and equipment from many other agencies and jurisdictions. A USDA national multi-agency coordination (MAC) group would likely coordinate resource requests from other USDA agencies. The USDA Homeland Security Office (HSO) and USDA’s Emergency Operations Center would work with the EMLC and link up with FEMA, to request resources from other Federal agencies and with State and non-governmental organizations.

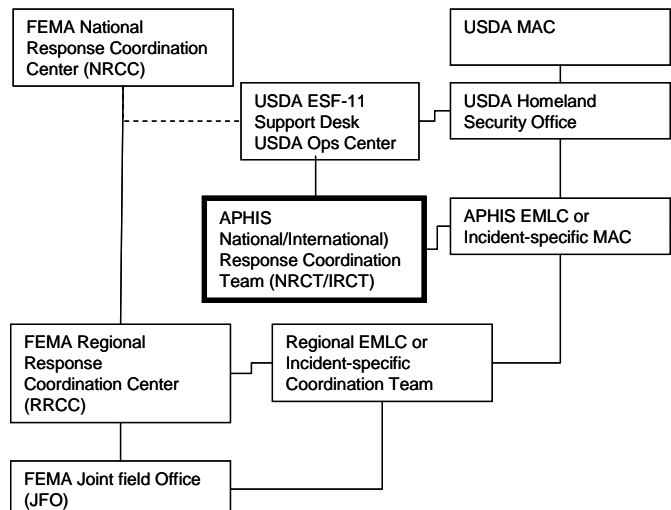
FEMA If the EMLC requests FEMA’s help to mobilize resources from the entire Federal government, the APHIS coordination teams and operations centers would interact closely with the FEMA coordination structure: the National Response Coordination Center (NRCC), Regional Response Coordination Centers (RRCCs), Joint Field Operations Centers (JFO), and Joint Information Centers (JIC). APHIS personnel would need to coordinate activities at the ESF-11 desks in each of the FEMA coordination centers.

National Wildfire Coordination Group (NWCG) In addition, it is likely that FEMA would activate the 450 dispatch centers of the National Wildfire Coordination Group (NWCG) to help the APHIS expanded dispatch centers deploy and status personnel for a variety of the generic ICS positions needing to be filled at the incident command posts.

The chart below shows the main multi-agency coordination entities that will likely be involved in the response to a major agricultural disaster. The APHIS *Emergency Mobilization Guide*, currently under development, will provide detailed standard operating procedures, mutual aid agreements and other information to guide how necessary resources will be mobilized for major agricultural health disasters.

Coordination Structures: DHS/FEMA and USDA

For Major Agricultural Health/Agro-Terrorism Disasters



Concept of Operations

Coordination of All-Hazards Response

There are many natural or man-made disaster scenarios where FEMA would likely ask for APHIS assistance, even though pest and disease threats to agricultural production and trade are not involved. For example, in 2005, APHIS personnel were tapped to respond to several major hurricanes that affected animals, agricultural commodities, and the USDA's own infrastructure.

USDA ESF-11 Coordination Assignment

APHIS/OEMHS Director Role

To coordinate these types of requests, FEMA may activate the NRP ESF-11. Three USDA agencies – APHIS, Food Safety and Inspection Service (FSIS), and the Food and Nutrition Service (FNS) – and the Department of Interior (DOI) have primary or lead roles to implement the ESF-11 operations. The USDA HSO has assigned the APHIS OEMHS Director to coordinate the ESF-11 activities for all three USDA agencies and DOI. In addition the OEMHS Director will keep the EMLC apprised of ESF-11 activities.

Multi-Agency ESF-11 NRCC Emergency Response Team

If FEMA activates the ESF-11 desk at the DHS/FEMA National Response Coordination Center (NRCC), the OEMHS Director will activate one of the four pre-trained rotational ESF-11 multi-agency (APHIS, FSIS, FNS, DOI) teams to work at the NRCC desk.

APHIS All-hazards Response Coordination Team

Depending on the nature of the incident, the EMLC may decide to activate the AEOC and to establish an All-hazards Response Coordination Team to coordinate the APHIS response.

Regional ESF-11 Activities

At the regional level, when FEMA activates ESF-11, the EMLC members at the APHIS regional offices oversee personnel who coordinate APHIS' involvement at FEMA RRCCs, and they keep the national EMLC membership informed of ongoing developments.

Documentation in Emergency Mobilization Guide

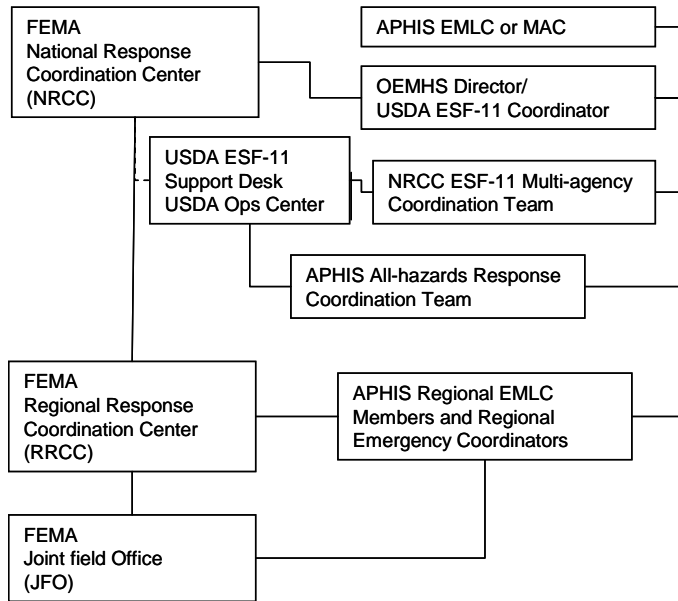
National and regional coordination responsibilities have been documented in USDA's ESF-11 standard operating procedures, APHIS All Hazard Internal Communications Plan, and Continuity of Operations and Mission Assurance plans. (These documents, along with new positions and operating procedures, will be included in the APHIS *Emergency Mobilization Guide*, currently under construction)

COOP and Mission Assurance: MRPBS role

If the incident has affected the APHIS infrastructure or continuity of operations (COOP), MRPBS will coordinate assessments and support actions. If any APHIS facilities are in the disaster area, the MRPBS COOP coordinator will coordinate support to local APHIS managers.

The chart below shows the main multi-agency coordination entities that will likely be involved in an all-hazards response in which the NRP ESF-11 is activated. .

APHIS and FEMA All-Hazards Coordination Structure



Concept of Operations

Response to Other
Requests for Information
or Project Support

OEMHS Director Lead Role

APHIS will often receive requests for information or project support for other USDA all-hazards and homeland security activities. The OEMHS Director will be responsible as the point of contact to receive and respond to these requests.

Program Liaisons

The EMLC will ensure that each APHIS program and support unit designates one person to serve as liaison for responding to requests. The OEMHS Director will forward the requests to the designated program liaisons and copy the EMLC co-Chairs and MRPBS. The program liaisons have complete authority to provide information to OEMHS and to approve documents prepared by OEMHS. The liaisons must incorporate responses from all parts of their unit, not just the emergency programs staff of that unit.

Public Information Systems

Legislative and Public Affairs (LPA) Roles and Responsibilities

APHIS Legislative and Public Affairs (LPA) will ensure that timely and accurate information is communicated to stakeholders, States, international partners, Congressional staff, the media, and the public.

LPA will develop or implement an incident communications plan that outlines key audiences, approved messages, overall goals and methods for conducting outreach to identified audiences (national or grassroots), informational materials needed, as well as a timeline for notifying audiences – for example international partners, Congressional staff, or the news media -- of new incident developments.

LPA will also provide strategic onsite support, conducting communications/media training to equip incident staff with approved messages to respond to media or to conduct outreach to stakeholders or the public. Also, LPA will closely coordinate with our State and industry communications counterparts to ensure effective communications channels are in place.

Public Information Officer roles and responsibilities

LPA will ensure that a qualified public affairs specialist (or public information officer– PIO) is available to the incident, the Regional EOC, or to work on the National Response Coordination Team. The PIO will work to establish and oversee processes for coordinating and clearing public communications. To ensure that an overall unified message is developed and communicated publicly, the PIO will work closely with the Response Coordinator, LPA and APHIS Management, State Departments of Agriculture, other U.S. Departments, as well as USDA’s Office of Communications.

Performance Measurement	
Command and Management	<p>APHIS’ performance will be measured by evaluating:</p> <ul style="list-style-type: none"> • Test exercises for a variety of emergency scenarios • Actual emergency responses (after-action reviews)

Preparedness

The EMLC ensures that APHIS is prepared to respond appropriately to all types of emergencies. Emergency preparedness for APHIS includes planning, training and personnel qualification standards, equipment and supply standards, test exercises publication management, and homeland security project development.

Planning

Emergency response plans, guidelines, and policies will be published and available for use during an emergency response. At a minimum, the available publications should include:

- Technical disease and pest outbreak response guidelines
- APHIS *Emergency Mobilization Guide* (under development)
- APHIS *Emergency Response Standards Guide* (under development)
- APHIS *Emergency Qualifications System Guide* (under development)
- MRPBS *Emergency Response Administrative Guide* (under review)
- Mission Assurance Plan
- APHIS Safety and Health Manual (sections appropriate to emergency responders)

EMLC Lead	OEMHS-- to gather documents from plan/document owners and post on web site.
Other EMLC Support	Document owners provide updated copies to OEMHS.

Training and Qualifications

Policy

It is APHIS’ policy that only qualified personnel will be assigned to duties at an emergency incident. Individual qualification is based upon demonstrated performance, as measured at emergency incidents, normal job activities, simulated exercises or classroom activities. In addition, those responding to an emergency must meet the safety standards set in the APHIS Safety and Health Manual and by the safety officer at the incident.

Emergency Qualifications System

The EMLC is taking a practical approach to implementing this policy. The EMLC will establish an APHIS-wide emergency qualifications system (EQS), with the following main components:

- a. A catalog of **APHIS emergency positions** that personnel will need to work in at all types of agricultural health and all-hazards emergencies
- b. **Position Task Books (PTB)** containing all critical tasks for each job in the APHIS position catalog, along with position certification criteria
- c. **Training courses** and job aids offered to personnel, to provide them with the specific knowledge and skills required to perform tasks identified in the PTB.
- d. **Program/Agency Position Certification** procedures that each APHIS unit or cooperating agency will follow.

EQS Records Management The EMLC will establish an APHIS-wide EQS recordkeeping system. The VS EMRS Administration Module Master Profile is the interim database used to store emergency qualifications and certifications records of APHIS employees. The APHIS *Emergency Qualifications System Guide* will document policies and procedures for personnel in APHIS and cooperating agencies and organizations.

EMLC Lead	<p>MRPBS will:</p> <ul style="list-style-type: none"> • Document EQS polices and procedures in a guidebook, and oversee implementation of the system APHIS-wide • Coordinate ICS training APHIS-wide • Design and implement a standard APHIS-wide EQS recordkeeping system, and maintain the system for use by all APHIS units and cooperating agencies • Ensure that records of employees' medical clearance and personal protective equipment fit tests for emergency response are maintained in the EQS database. (This will be coordinated with Federal Occupational Health.)
Other EMLC Support	<p>All programs and cooperating agencies will:</p> <ul style="list-style-type: none"> • Adhere to the policies and procedures in the EQS Guide • Train and certify their own personnel for emergency positions. • Assign a point of contact/coordinator who will ensure unit records are updated regularly in the EQS recordkeeping system. <p>VS will coordinate closely with MRPBS to ensure that the VS Emergency Management Training Assessment Project fully supports the EQS. VS will also support the data input needs of National Animal Health Emergency Reserve Corps (NAHERC) personnel and participating State veterinary personnel.</p> <p>OEMHS will coordinate with the NIMS Integration Center to ensure that all-hazards position task books are available to APHIS employees to gain certification for all-hazards response positions. OEMHS and MRPBS will work jointly to ensure that the current training activity at the FEMA training facility in Anniston, Alabama is smoothly transitioned to MRPBS ownership.</p> <p>IS will support the data input support needs of the International AI Coordination Center.</p> <p>PPQ will support the data input needs for participating State plant health personnel and also DHS personnel.</p> <p>AC will work with the NIMS integration center to establish animal care positions and certification criteria.</p>

Equipment and Supply Standards

A critical component of operational preparedness is having the right types of equipment and supplies readily available to respond to emergencies. The EMLC will focus on several objectives to achieve this capability, including:

- Identify and categorize the types of resources needed at various emergency incidents
- Develop an equipment and supply catalog for agricultural health emergencies, with national resource typing standards.
- Promote development of stockpiles and pre-positioned contracts for specialized equipment and supplies, for timely deployment to incidents

National Veterinary Stockpile

As part of its HSPD-9 responsibilities, VS is already carrying out many of these standardization activities, as part of developing the National Veterinary Stockpile (NVS). The NVS project goal is to have capacity to deploy veterinary resources and essential logistics within 24 hours of an adverse agricultural event.

The EMLC will assess the need to develop standards for equipment and supplies needed by other program units for adequate response capacity for other types of emergencies.

EMLC Lead	PPQ will develop the <i>Emergency Response Standards Guide</i> and compile existing equipment and supply standards. The ordering and deployment standard operating procedures for equipment will be compiled in the <i>Emergency Mobilization Guide</i> .
Other EMLC Support	<p>VS will provide documentation on equipment and supply standards developed for the NVS.</p> <p>MRPBS will work closely with VS to ensure that the inventory system being developed for the stockpile will be compatible with other databases, such as the ROSS and the EMRS Administration Module.</p> <p>MRPBS will work closely with PPQ to develop a catalog of standard equipment and supplies for plant health incidents.</p>

Test Exercises

- Process Improvement* The EMLC will coordinate a continuous emergency response quality improvement process, through test exercises. PPQ and VS are regularly participating in a wide variety of emergency response simulations and test exercises, with State and industry stakeholders.
- Ongoing programmatic response simulations*
- EMLC coordination role* The EMLC’s coordination role will be to ensure that other APHIS program and support units are aware of the exercises and have appropriate opportunities to participate. In addition, the EMLC will coordinate evaluation of these exercises, to identify aspects of emergency response needing improvement, and to develop ways to address weaknesses in our preparedness systems.
- Simulations for aspects of response not normally tested* Because most APHIS employees are frequently involved in actual emergency response activities, the EMLC will design and evaluate simulations of aspects of emergency response that are not usually tested through PPQ and VS exercises. The EMLC will also ensure that the test exercises are linked to qualifications and training requirements in the *Emergency Qualifications System Guide*.

EMLC Lead	APHIS Policy and Program Development (PPD) will ensure that selected test exercises are properly evaluated and used for measuring the EMLC’s performance in carrying out this plan. OEMHS will ensure that the test exercises are aligned with standards set by FEMA and the NIMS Integration Center.
Other EMLC Support	All Program Units and participating cooperators will post test exercise schedules on the EMLC web site. They are expected to include other units in program test exercises and to build into program exercises an evaluation component for coordination actions involving other APHIS personnel and systems. The MRPBS ICS trainer in Anniston, AL will design and implement emergency simulations to test specific aspects of emergency response, as requested by the EMLC.

Mutual Aid

The response capability of a single APHIS program unit and the involved local jurisdiction is limited without coordination and assistance from other organizations. Mutual aid agreements are necessary for understanding the roles of each responding agency and what resources they will provide during an emergency.

APHIS already has several agreements with other agencies for “Provision of Temporary Support” during agricultural health emergencies. The EMLC will determine whether APHIS needs to obtain formal agreements with other agencies. Copies of all mutual aid agreements will be printed in the *APHIS Emergency Mobilization Guide*. A signed copy of this *Integration Plan* serves as an agreement of mutual aid among all APHIS programs.

EMLC Lead	OEMHS and MRPBS will work to obtain necessary additional agreements, as determined by the EMLC.
Other EMLC Support	Each APHIS unit will assess whether mutual aid agreements with additional organizations are needed. If additional agreements are needed, each program unit will be responsible for developing the content and helping MRPBS to complete the paperwork.

Publications Management

The EMLC will determine whether to print hard copies of important documents related to this plan. At a minimum, the EMLC will publish on a web site the main documents listed in the Planning section. Sensitive homeland security information will be appropriately protected.

EMLC Lead	OEMHS will develop the website, using USDA and APHIS web guidelines.
Other EMLC Support	MRPBS Web site development support (ITD)

Homeland Security Project Development

APHIS will continue working with others in the homeland security arena, to develop and complete projects that increase the United States' preparedness capability. Program units and OEMHS have lead roles in implementing many of these projects and coordinating with the Department of Homeland Security and other agencies. The EMLC's role is to coordinate prioritization, selection and development of ongoing and new projects.

EMLC Lead	<p>OEMHS staff will provide the EMLC with regular status reports of ongoing projects related to homeland security.</p> <p>OEMHS, VS, PPQ will implement ongoing activities, as approved by the EMLC</p> <p>OEMHS staff will begin systematic scanning for new homeland security developments with potential impact on future EMLC activities.</p>
Other EMLC Support	<p>The Homeland Security Program Liaisons for each APHIS program and support unit will provide status updates for Homeland Security projects, as requested by OEMHS</p> <p>MRPBS will provide IT support as required.</p>

Performance Measures

Preparedness

Planning:	Up-to-date plans and documents readily available to emergency responders.
Training and Qualifications:	<p>Standard APHIS agricultural health emergency response positions catalog entered into ROSS.</p> <p>Training and qualifications records of the following personnel entered into the AgHealth Emergency Qualifications (EQS) database</p> <ul style="list-style-type: none"> • All APHIS employees qualified for at least one position in the APHIS AgHealth Positions Catalog. • The International AI Coordination Center Roster • State AgHealth emergency responders' qualifications and certifications into the EQS database • National Animal Health Emergency Response Corps' personnel entered in the EQS Database
Equipment and Supply Standards:	Standard equipment and supply catalog for agricultural health emergencies, included in the <i>Emergency Standards Guide</i>
Test Exercises:	Written evaluation reports for test exercises involving APHIS personnel
Mutual Aid:	Mutual Aid Agreements published in the APHIS <i>Emergency Mobilization Guide</i> .
Publications Management:	EMLC web site viewed as a useful "one-stop shop" for APHIS emergency management information, as evaluated in a PPD/PEM survey of users.
Homeland Security	<p>EMLC receives regular status reports of ongoing homeland security projects.</p> <p>New project proposals reviewed and prioritized regularly by the EMLC.</p>

Resource Management

This section of the plan describes how the EMLC will ensure that incident command posts receive adequate personnel, equipment, supplies, and services to achieve incident objectives.

To accomplish this goal, the EMLC has adopted a Total Mobility policy, which calls for:

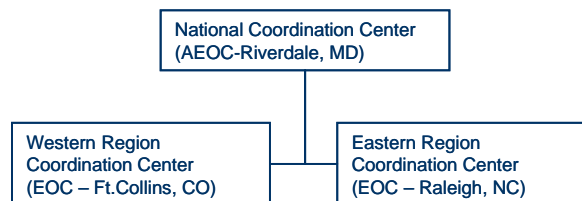
Policy of Total Mobility

Positioning resources to meet anticipated and existing incident needs, *regardless of geographic location or organizational affiliation.*

Concept of Mobilization Operations

The EMLC has established three dispatch coordination centers to implement this policy (see organizational chart, below).

Resource Mobilization: Dispatch Centers



Competition within a geographic region

When competition for resources occurs between incidents in one APHIS geographic region, the APHIS Program Lead Unit at the regional office, in coordination with Regional EMLC members, will establish priorities for the incidents in their region, and report them to the EMLC.

Competition between geographic regions

When competition for agricultural health resources occurs among APHIS Regional Coordination Centers, the EMLC or its designated APHIS Multi-Agency Coordination group (APHIS MAC) will establish national priorities and develop drawdown plans.

Priority decision criteria

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

- Maintaining initial action capability (if new incidents occur)
- Limiting costs without compromising safety
- Maintaining mission critical task capability for ongoing APHIS program operations
- Supporting NRP/FEMA ESF-11 taskings

ROSS

APHIS will use the automated Resource Ordering and Status System (ROSS) and its associated standard operating procedures to dispatch resources to agricultural health incidents. Standard operating procedures will be detailed in the *APHIS Emergency Mobilization Guide*.

EMLC Responsibilities

The EMLC will ensure that:

- All APHIS units and cooperating agencies appropriately implement the total mobility policy during an emergency response
- Safety policies in APHIS' Safety and Health Manual are followed by all responders working at an emergency.

*Program Lead Unit
Responsibilities*

The lead program unit and the incident commanders in the field are responsible for:

- Using locally available resources to fill as many positions as possible at the incident, before requesting resources from the regional or national dispatch coordination centers
- Following resource mobilization policies set at regional and national coordination centers by the EMLC or designated MAC group.

MRPBS Responsibilities

MRPBS is responsible for

- Documenting standard dispatch operating procedures in the *Emergency Mobilization Guide*, including maintaining standard operating procedures for employee safety and health during an emergency response.
- Setting up expanded dispatch centers at the regional and national EOCs, as requested by the Program Lead Unit and the EMLC.
- Ensuring that dispatchers at national and regional centers, as well as local incident commanders have updated lists of personnel medically cleared and fit tested for equipment to safely respond to the emergency.
- Ensure that APHIS has adequate numbers of trained dispatchers and dispatch supervisors to work in the regional and national dispatch coordination centers.
- Maintaining an agreement with the National Wildfire Coordination Group (NWCG) to request ROSS trainers and dispatchers to APHIS dispatch centers to help the APHIS dispatchers use ROSS during an incident.
- Ensure that the Dispatch Supervisor at each APHIS Dispatch Center receives accounting codes to ensure proper payment for all personnel and supplies deployed to an incident.

Other Unit Responsibilities

All APHIS program units are responsible for:

- Ensuring that supervisors in all program and support units adhere to the total mobility policy and follow standard procedures set in the *APHIS Emergency Mobilization Guide*.
- Keeping State and international cooperators apprised of the status of resource request levels at incidents.

Performance

Measurement:

Resource Management

The APHIS *Emergency Mobilization Guide* is published and available to guide resource management for all types of emergency response.

All resource orders from emergency incidents are filled in an appropriate timeframe to ensure accomplishment of the incident objectives. This will be measured through test exercises during APHIS program and Homeland Security emergency simulations, and in reviews of actual response actions.

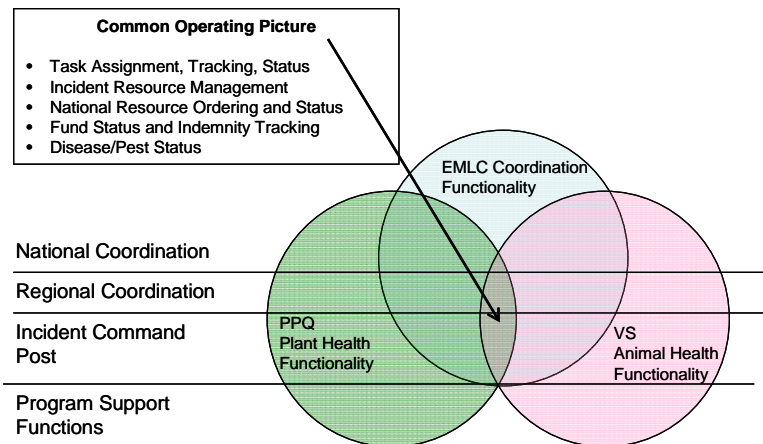
A key measurement milestone is having a full complement of APHIS personnel registered in the ROSS AgHealth certification database.

Information Management

When a coordinated emergency response is required, it is important that all participating organizations have access to a “common operating picture” of what is going on related to the emergency. Key components of the common operating picture are:

- Resource orders and status,
- Task assignments and status
- Incident administrative and financial management
- Disease/pest status at incidents

In the chart below, the area of overlap in the center forms the common operating picture – information about all of the key information components available for those involved at national, regional, and the local levels.



The EMLC envisions a time when all entities involved in emergency response have access to the emergency incident common operating picture. Some pieces of this vision are already fully or partially functioning:

- *Resource Orders and Status:* The ROSS is available for programs to use to deploy and status personnel, both inside and outside APHIS. The ROSS is connected to the EMRS Administration module, which is a temporary storage site for the APHIS Emergency Qualifications System records. The module is linked to other important databases, including the APHIS National Finance Center Roster, the AgLearn on-line training database, and the Federal Occupational Health medical clearance and personal protective equipment (PPE) fit-test database.

- *Incident Financial Status:* The VS EMRS financial management module is connected to the APHIS Cost Management System (ACMS), so that spending at an animal health incident can be tracked by anyone with ACMS access. Also EMRS is programmed to feed incident indemnity payment records to ACMS.
- *Incident Administrative Management:* VS uses its EMRS on-line system to manage all information at its incident command posts. PPQ uses its own system of spreadsheets and internet-based software programs to manage information at incidents.
- *Incident Disease/Pest Status:* APHIS program units have developed several customized systems to support disease and pest surveillance and reporting. VS uses the Emergency Management Response System (EMRS) to manage all information at its incident command posts.
- *Task Assignments and Status:* The International Avian Influenza Coordination Center and the APHIS Avian Influenza Response Coordination Group are currently using Lotus Notes Quickplace as the system to provide the common operating picture at the national coordination level.

Information Management	
EMLC priorities and follow-up	The EMLC will set priorities for defining what the “common operating picture” will look like for APHIS. The EMLC will coordinate availability of funds and other resources to complete high priority projects.
EMLC Lead:	MRPBS
Other EMLC Support:	OEMHS to coordinate closely with MRPBS to ensure that the APHIS Event Management System (AEMS) and Emergency Response and Resource Management Systems (ERRMS) project analyses and pilot tests are implemented to provide the EMLC with adequate decision support.
Performance Measure:	Whether the EMLC has adequate tools to ensure a common operating picture that is good enough to meet the needs of the coordinating entities. This will be determined through evaluation of test exercises and in after-action reviews of actual emergency responses.

Ongoing Plan Management

The EMLC's main job is to ensure that the activities described in this plan result in an effective response to all the types and sizes of emergencies. The additional complexity and scope of APHIS new emergency management assignments call for a pro-active management style in which the EMLC sets priorities and closely monitors progress toward accomplishing the objectives in the plan.

The EMLC's new charter and the 2007 operating plan reflect this new management style. Each EMLC member will be held accountable by the group as a whole to properly carry out roles and responsibilities, as agreed in the plan.

Ongoing Plan Management:

Additional Needs and Future Plans:

Pro-active management of APHIS' emergency response function implies a different approach to managing the funds appropriated by Congress to carry out this plan. The EMLC will need to decide what its role will be in collaborating with individual program units to develop new budget proposals and in aligning current funding with EMLC priorities. The EMLC also will need to develop mechanisms for encouraging new emergency response initiatives.

EMLC Lead:

EMLC co-Chairs

Other EMLC Support:

PPD (Budget and Program Analysis Staff)

Performance Measure:

PPD Evaluation in February, 2008

APHIS Emergency Management Leadership Council Charter

1. Official Designation

The official designation of this Leadership Council is the “APHIS Emergency Management Leadership Council,” herein after referred to as the “Council”.

2. Objective

The objective of the Council is to oversee APHIS’ emergency planning and coordination between emergencies; for response coordination during emergencies; and to ensure that any and all APHIS responses to emergency situations run smoothly Agency-wide. The Council will provide direction and leadership on APHIS-wide emergency management activities.

3. Scope of Activity

The Council will accomplish this objective through the following essential activities:

- Prepare and implement a comprehensive, coordinated plan of how APHIS will handle its emergency response and homeland security responsibilities
- Provide cross-unit leadership, coordination, direction and priority setting for emergency management activities Agency-wide.
- Provide direction, guidance and oversight on operational issues related to emergency management resources residing within the Agency, during an emergency. (Examples of resources include funding, employees, and expertise).
- Set and monitor administrative support service standards for support units in response to emergencies.
- OEMHS Director will be the single point of contact for the Department’s Office of Homeland Security. In addition, OEMHS will coordinate requests from the Office of Homeland Security with the EMLC providing them the appropriate comprehensive response in a timely manner. (Specific details will be identified and shared by the end of the 2nd Quarter, FY '07.)

4. Membership The Council membership will be composed of:

- Associate/Assistant Deputy Administrators from PPQ, VS, AC, WS, IS, BRS, MRPBS, LPA and PPD.
- Regional Directors from VS, PPQ, WS, AC and IES; and
- Director of Office of Emergency Management and Homeland Security.

5. Roles and Responsibilities

Administrator

The APHIS Administrator makes the broad Agency-wide decisions on direction and policy for emergency programs in the Agency. The Council is responsible for carrying out that policy or providing direction as it is prioritized and implemented through each Program staff and chain of command.

Associate Administrator(s)

The Associate Administrator(s) serves as observer and resource and provides overall direction the Council. In addition, the Associate Administrator(s) makes final decisions on any unresolved issues and approves the final charter as well as any subsequent changes or modifications.

Co-Chairs

The Co-Chairs of the Council are held by PPQ's Assistant Deputy Administrator, Emergency and Domestic Programs and VS' Associate Deputy Administrator, Emergency Management and Diagnostics. General leadership of the Council's activities and meetings rests with the Co-Chairs. They will collect or bring issues from other Council members and OEMHS to the Council for decisions or information sharing. The Co-Chairs will monitor and assure initiatives or issues are brought to closure. The Co-Chairs routinely communicate with the Associate Administrator on EMLC issues and progress.

Members

Members will act in the best interests of the Agency and make decisions on an Agency-wide basis. The Council will not diminish the relationships established within each program, but will enhance the cooperation and communication between and among Agency staffs. Council members will continue to report to their respective supervisors within their program. However, Council members will have full delegated authority to allocate required resources in support of emergencies and emergency management planning.

Alternates

Each member will provide the Co-Chairs the name of their permanent alternate, who will attend meetings and calls during unavoidable absences by members. Alternates are empowered to make decisions and commit resources in their member's absence. Council members agree to uphold decisions made in their absence.

Temporary Alternates

Members may send a temporary alternate to a Council meeting if one of the following situations exists:

1. An ad hoc meeting has been called and neither the member or their permanent alternate is available to participate, or

2. An emergency has been stood up and both the member and their permanent alternate have been deployed and cannot participate in either a regularly scheduled meeting or an ad hoc meeting.

In these circumstances only, a temporary alternate may participate in the decision making process of the Council. It is incumbent upon each Council member to establish their own communication mechanisms to ensure the information and decisions from these meetings is shared within their area.

Office of Emergency Management and Homeland Security

OEMHS staff will provide analytical and active support to the EMLC in the areas of animal and plant health emergencies, Homeland Security, ESF-11 and All-Hazards issues. They are also responsible for providing logistical and administrative support to the Council.

Subject Matter Experts

Subject matter experts may be invited to Council meetings based on need and issues. SME's are not involved in the decision-making process.

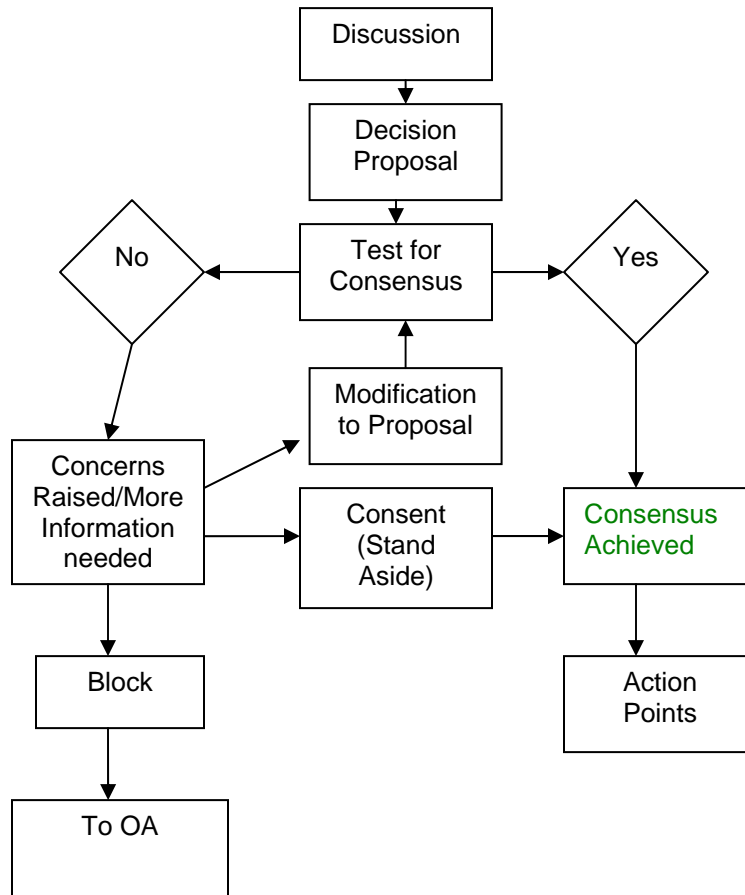
Committees and Working Groups

Committees and working groups will be formed by the Council as needed to carry out tasks and research or investigate issues related to Agency-wide emergency programs, which fall outside the responsibility, technical ability, or expertise of the Council and/or OEMHS.

6. Decision Making

Council decisions will be based on collaboration and consensus among the programs and reflect the best interests of APHIS. For the purposes of the Council, consensus is defined as *the cooperative development of a decision with Council members working together toward a decision that is consented to by all Council members. Full consent does not mean that everyone is completely satisfied with the final outcome, but that the decision is acceptable enough that all Council members agree to support the Council in choosing it. Full consent is only achieved when all Council members agree or accept the decision. If any Council member indicates they cannot agree to or accept the decision, full consent is not achieved and the issue must be further discussed, researched or if appropriate, referred to the Office of the Administrator for resolution. The Council will strive for unity, not unanimity.*

The general process that will be used for consensus decision-making is:



Each member of the Council takes responsibility for sharing opinions and information for group consideration, discussion and deliberation, and most importantly to provide an alternative solution where there is disagreement. Issues where a consensus does not emerge within a reasonable amount of time (this will vary depending on the urgency of the matter or a specific deadline and will be determined by the Co-Chairs) will go to the Office of the Administrator for a decision.

All decisions will be documented in writing, signed by Associate Administrator and Co-Chairs, and drafted and maintained by OEMHS. Additional background information, including documentation of dissenting opinions, will also be drafted and maintained by OEMHS. Copies of documents decisions will be shared with all Council members. Decisions should be prepared in concise manner and to the extent possible be no longer than a one-page information memo.

The EMLC may use this process to discuss and develop funding recommendations, but recognize that final funding issues will be decided by the Office of the Administrator.

7. Principles of Participation

- All Council members are working toward the goal of ensuring that:
 - Any and all responses to traditional plant and animal health emergencies and to new or non-typical emergency responses (all hazards) such as natural disasters, terrorism, etc. are handled in the best possible manner;
 - APHIS carries out its homeland security responsibilities as they evolve; and
 - APHIS programs work seamlessly with each other, the Department, DHS, other Agencies, and other cooperators when responding to emergencies.
- Members recognize and take advantage of each member's strengths, skills and perspective.
- Discussions are honest and forthright in that members feel comfortable and are supported in expressing concerns for their own specific programs while acknowledging the overall need to support Agency-wide emergency response decisions.

8. Number and Frequency of Meetings

The Council will meet monthly on the last Wednesday of the month from 1:30pm to 3:30pm, EST, for routine business. Members outside of the DC Metropolitan area will be provided a call in number.

However, the Council must convene any time any one unit, or the Agency as a whole, intends to invoke any emergency action. An emergency action is defined as any unit seeking an emergency CCC transfer or any animal or plant health emergency that the Council needs to be briefed on. This assemblage could be a brief conference call if the emergency is believed to be relatively small and within the unit's ability to handle without assistance from other units. However, larger emergencies that may require assistance from other units may require a face-to-face meeting (includes video conference).

Additional meetings can be called by the EMLC leadership as needed. Members can request additional meetings through the EMLC leadership. Special meetings may also be convened to coordinate special projects.

Logistical and administrative support will be provided by OEMHS, for all Council meetings.

9. Authorities

Each Council member will exercise all of the authorities associated with their position or that of their Deputy Administrator or Staff Director as appropriate. Formal written delegations of authority will be issued to Council members by their supervisor.

10. Signatories

Office of the Administrator	Ron DeHaven Administrator	_____
	Nick Gutierrez Associate Administrator	_____
	Kevin Shea Associate Administrator	_____
Animal Care	Chester Gipson Deputy Administrator	_____
	Allan Hogue Associate Deputy Administrator	_____
	Betty Goldentyer Eastern Regional Director	_____
	Bob Gibbens Western Regional Director	_____
Biotechnology Regulatory Services	Cindy Smith Deputy Administrator	_____
	Rebecca Bech Associate Deputy Administrator	_____
International Services	Dan Sheesley Deputy Administrator	_____
	Osvaldo Perez Associate Deputy Administrator	_____
Plant Protection and Quarantine	Ric Dunkle Deputy Administrator	_____
	David Kaplan Assistant Deputy Administrator	_____

	Vic Harabin Eastern Regional Director	_____
	Phil Garcia Western Regional Director	_____
Veterinary Services	John Clifford Deputy Administrator	_____
	Jose Diez Associate Deputy Administrator	_____
	Jack Shere Eastern Regional Director	_____
	Vacant Western Regional Director	_____
Wildlife Services	Bill Clay Deputy Administrator	_____
	Martin Mendoza Associate Deputy Administrator	_____
	Charles Brown Eastern Regional Director	_____
	Jeff Green Western Regional Director	_____
Legislative and Public Affairs	Courtney Billet Deputy Administrator	_____
	Beth Jones Associate Deputy Administrator	_____
Marketing and Regulatory Programs Business Services	Bill Hudnall Deputy Administrator	_____
	Joanne Munno Associate Deputy Administrator	_____
	Eric Nickerson Western Regional Director, IES	_____

	John Kinsella Eastern Regional Director, IES	_____
Office of Emergency Management and Homeland Security	Joe Frick Director	_____
Policy and Program Development	Mike Gregoire Deputy Administrator	_____

2007 Operational Plan

Program/Initiative: Emergency Management Leadership Council

Owner Name: David Kaplan & José Díez

Primary Line Items:

2007 Annual Goal: To enhance and extend APHIS' emergency management and response infrastructure and meet homeland security responsibilities by implementing an integrated emergency response plan

	Quarterly Milestones	Actual Performance Information	Performance Status	Budget Status
Q1:	1. Establish new ELMC <ul style="list-style-type: none"> • Members are identified • EMLC meets to begin draft Integrated Plan and appendices 	Members appointed by AMT. First meeting held December 2006. Integrated plan, charter and operational plan drafted.	●	
Q2:	1. Prioritize Biosecurity/Biosurveillance Projects – EMLC <ul style="list-style-type: none"> • EMLC will review and allocate funds according to priorities, should funds be available 2. Establish workflow process between HSO, EMLC, MRPBS & OEMHS – Jose, David, Joe & Joanne <ul style="list-style-type: none"> • Process agreed to and documented. Roles & responsibilities clarified 3. Complete & Distribute Expanded EMLC Roster & Contact information – David <ul style="list-style-type: none"> • Contact information for members and permanent alternates has been collected and a Lotus Notes group is established containing all information 			

	<p>4. Complete Emergency Response Integration Plan</p> <ul style="list-style-type: none"> • Plan is complete and has been agreed to by EMLC. • Plan is delivered to OA and presented to AMT with discussion. <p>5. Complete EMLC Charter</p> <ul style="list-style-type: none"> • Charter is complete and EMLC members & AMT have signed. Charter is incorporated as an Appendix into the Integration Plan <p>6. Communication Coordination – Beth Jones, BRS & PPD</p> <ul style="list-style-type: none"> • Review existing plans. Identify redundancies, conflicts, and gaps. Begin draft of comprehensive, blended Agency plan <p>7. Implement Emergency Management Support Structure (including Regional responsibilities) David, Jose, Joe & Joanne</p> <ul style="list-style-type: none"> • Final structure, roles and responsibilities approved by the EMLC • Complete draft Functional Statements and draft Positions Descriptions <p>8. Information Systems Investments – EMLC</p> <ul style="list-style-type: none"> • EMLC has reviewed list of investments and prioritized them 			

<p>Q3:</p>	<p>1. Communication Coordination – Beth Jones, BRS & PPD</p> <ul style="list-style-type: none"> • Complete and roll-out a comprehensive, integrated communication plan that documents external and internal information flow. <p>2. Mobilization Guide – Sherry Sanderson & Bill</p> <ul style="list-style-type: none"> • Complete draft of Mobilization Guide <p>3. EQS Guide – Sherry Sanderson & Bill</p> <ul style="list-style-type: none"> • Complete draft of EQS Guide <p>4. Emergency Standards Guide – Osama</p> <ul style="list-style-type: none"> • Complete draft of Emergency Standards Guide <p>5. Implement Emergency Management Support Structure (including Regional responsibilities) David, Jose, Joe & Joanne</p> <ul style="list-style-type: none"> • Obtain all necessary approvals and clearances for new structure and responsibilities <p>Review MPRBS Administrative Manual – PPQ Regions</p> <ul style="list-style-type: none"> • Use manual during test exercises • Provide feedback to MRPBS on what works well and what needs changing 			

<p>Q4:</p>	<p>1. Mobilization Guide-Sherry Sanderson & Bill Macheel</p> <ul style="list-style-type: none"> • Mobilization Guide is complete and is ready for Test Exercise in early FY 08 <p>2. EQS Guide - Sherry Sanderson & Bill Macheel</p> <ul style="list-style-type: none"> • EQS Guide is complete is ready for test exercise in early FY 08 <p>3. Emergency Standards Guide – Osama</p> <ul style="list-style-type: none"> • Emergency Standards Guide is complete and posted ready to be posted on the Emergency Management website <p>4. Implement Emergency Management Support Structure (including Regional responsibilities) David, Jose, Joe & Joanne</p> <ul style="list-style-type: none"> • All components are implemented <p>5. Implement website for Emergency Mgmt. Guides & Resources – Joe</p> <ul style="list-style-type: none"> • Website is fully operational, including system in place for regular maintenance and updates. <p>6. Integration Plan review - EMLC</p> <ul style="list-style-type: none"> • EMLC responds to 6-month evaluation. • Makes any agreed on adjustments • Provides feedback to PPD 			
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Additional Comments:

Schedule Status	Budget Status
<ul style="list-style-type: none"><li data-bbox="212 334 688 367">● On target or ahead of schedule<li data-bbox="212 399 793 431">● Progress made but have not met target<li data-bbox="212 464 663 496">● Significantly behind schedule	<ul style="list-style-type: none"><li data-bbox="1073 334 1409 367">● Spending as planned<li data-bbox="1073 399 1835 456">● A little under or over budget but do not anticipate needing additional funds or leaving money unspent<li data-bbox="1073 488 1864 545">● Way under or over budget and anticipate needing additional funding or leaving money unspent