

National Animal Health Emergency Management System Guidelines

U.S. Department of Agriculture

2003

Administrative Procedures Guidelines

**Leader's Guide for
Conducting an Animal Emergency Response
Using the Incident Command System**

The National Animal Health Emergency Management System Guidelines provide an operational framework for use in dealing with an animal health emergency in the United States.

The guidelines are produced by the
Veterinary Services Unit of the Animal and Plant Health Inspection Service,
U.S. Department of Agriculture.

These guidelines are under ongoing review. Please send questions or comments to:

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Preface

“Conducting an Animal Emergency Response Using the Incident Command System,” a component of APHIS’ National Animal Health Emergency Management System (NAHEMS) Guidelines Series, is designed for use by Veterinary Services (VS) personnel in the event of a major animal health emergency such as an incursion of a foreign animal disease (FAD) or a natural disaster in the United States. The NAHEMS guidelines may be integrated into the preparedness plans of other Federal, State, and local agencies, and additional groups involved in animal health emergency management activities. Topics covered in various sets of guidelines include:

- Field investigations of animal health emergencies
- Disease control and eradication strategies and policies
- Operational procedures for disease control and eradication
- Site-specific emergency management strategies for various types of facilities
- Administrative and resource management
- Educational resources

The NAHEMS guidelines provide a foundation for coordinated national, regional, State, and local activities in an emergency situation. As such, they are meant to complement non-Federal preparedness activities. The guidelines are being reviewed and updated on an ongoing basis, and comments and suggestions are welcome.

“Conducting an Animal Emergency Response Using the Incident Command System,” provides Animal Emergency Response Organization (AERO) personnel and other emergency response workers with general principles and recommendations as to the response system necessary in the event of a major U.S. animal health emergency. The document is meant for use as a practical guide rather than as a comprehensive reference resource.

The general principles provided in the guidelines are intended to serve as a basis for making sound decisions. However, deviations from the guidelines may be permissible, if necessary, to address a given situation effectively. In addition, information provided in various sections may need to be combined to meet the requirements of a particular situation.

Acknowledgments

“Conducting an Animal Emergency Response using the Incident Command System,” reflects the efforts of a number of individuals, including a Writing Group, APHIS staff members, and U.S. Forest Service employees. The contributions of each individual are appreciated.

Also acknowledged with appreciation are the efforts of USDA staff and external reviewers involved with the development of the Veterinary Services (VS) animal health publications (“red books”) and similar documents that have served as information sources for the NAHEMS guidelines.

The Writing Group was responsible for the drafting of these guidelines. The guidelines text, however, may have been revised during the review and approval process. Thus, the views expressed do not necessarily represent those of all members of the Writing Group. The contributions of each member are gratefully acknowledged.

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Introduction

These guidelines are meant for use as a practical field resource rather than as a comprehensive reference work. “Conducting an Animal Emergency Response Using the Incident Command System,” focuses on the activities of a response organization. The document is designed for use not only in emergency situations but also in animal health emergency training programs. A brief overview of key elements of such programs is provided below.

Emergency Response Exercises

Well before an animal health emergency strikes, incident command personnel should use the “Conducting an Animal Emergency Response Using the Incident Command System” guidelines in emergency response exercises designed to help participants expand their knowledge of animal health emergency management. Such sessions will help students identify likely emergency scenarios and develop detailed plans for responding to each scenario effectively.

The First 24 Hours—One useful assignment challenges participants to use the guidelines to create a detailed plan for the first 24 hours of an animal health emergency. Participants can use information in the guidelines to answer questions such as:

- What relationships with other key personnel, including individuals in the emergency management community, should be in place prior to the emergency?
- What key information will be needed, and how will it be obtained?
- What actions will need to be taken immediately? If these actions are not taken, what consequences will ensue?
- What obstacles may appear, and how will they be overcome?
- If an initial plan fails, what are the elements of an effective alternative plan?

Evaluation—the evaluation phase of test exercises will provide participants with the opportunity to use the guidelines to:

- Evaluate the strengths and weaknesses of their simulated responses.
- Focus on ways to improve their response capabilities in the event of an actual animal health emergency.

The exercises also will underscore the need for participants to develop and maintain strong collaborative relationships with their counterparts in the emergency management community.

Interagency Outreach

If an FAD or arthropod vector is identified in the United States, the appropriate local, State, and Federal Governments and their partners in the private sector (e.g., industry and academia) must respond in a coordinated, mutually supportive manner to (a) determine the nature of the outbreak, (b) initiate an appropriate response, (c) Eliminate or control the disease, and (d) ensure recovery (e.g., resumption of business and trade). The NAHEMS guidelines are designed for use at any of three levels of response commensurate with the severity of the outbreak. These levels include:

- A local/limited response. This level of response is managed by local, State, Federal, and industry officials, with response coordination provided primarily at the State and regional levels and with national-level consultation and consequence management (i.e., trade issues).
- A regional response. A regional response is managed by State, Federal, and industry agricultural officials—in some cases, with the involvement of the appropriate State emergency management agency as specified in the State animal health emergency response plans. National-level crisis management, response coordination, consultation, and consequence management are required.
- A national response. This level of response requires the combined efforts of local, State, industry, and national agricultural authorities and other nonagricultural personnel from Government (e.g., the Federal Emergency Management Agency) and the private sector in national-level crisis management, response coordination, consultation, and consequence management.

As we have seen, the agricultural community will work closely with the emergency management community to address a major regional or national animal health emergency. Accordingly, the NAHEMS guidelines must be accessible to a wide range of agricultural and nonagricultural readers.

To promote the widest possible application and implementation of guidelines content, this publication refers to the titles of officials and groups based on the AERO/incident command system (ICS) model. It is hoped that this approach will help the reader understand the essential aspects of animal emergency response activities in terms of the model.

1 PURPOSE

The purpose of these guidelines is to support and enhance the capabilities of the Federal Government and its partners in responding effectively to animal health emergencies by providing information on (a) incident assessment using Incident Complexity Analysis and the Emergency Incident Management and Typing System, (b) key aspects of Incident Command System (ICS) teamwork, (c) incident response-related human and material resource issues, and (d) commitment of APHIS resources to emergency incident response.

The document reflects the terminology, structure, and assumptions of the ICS, an emergency response approach used widely in the emergency management community. Additional information on the ICS is accessible from the U.S. Department of Agriculture's (USDA) Animal and Plant Health Inspection Service (APHIS) Emergency Programs staff (301-734-8073) and on:

- The USDA's Forest Service Web site (www.usda.fs.fed.us). Conduct a search using "Incident Command System" as keywords.
- The Federal Emergency Management Agency Web site (www.fema.gov). Conduct a search using "Incident Command System" as keywords.
- The APHIS Web site (www.usda.gov/aphis/vs/training) (*Note: ICS material is in the process of being added to this Web site.*)

2 BACKGROUND

APHIS/Veterinary Services (VS) policy requires use of the ICS to manage all incidents involving significant animal health emergencies. Using this system, VS will determine priorities and commit human and material resources for responses to such incidents.

The Emergency Incident Management and Typing System, a helpful feature of the ICS, can be used to suggest actions that should be taken at various levels of VS workforce participation commensurate with objectives and outcomes stated by VS leaders. Determination of the appropriate levels of human and material resource commitments, in line with such objectives, may be reflected in managerial statements such as:

- "Participation in incident response will be voluntary."
- "Participation in incident response will be mandatory."
- "All program work will be set aside to allow for incident response."
- "We will provide this level of response, which will mean that these tasks will not be completed."
- "Participation in incident response will be limited to a level such that all program goals still will be met."

3 INCIDENT ASSESSMENT

The ICS provides a managerial and organizational structure for use with incidents that increase in size or evolve in complexity, whether within a few hours or over several days, weeks, or months. As events unfold, decisions must be made as to whether a given incident warrants activation of the ICS and/or the requesting (“ordering”) of an Incident Management Team. Decision makers may find Incident Complexity Analysis and the Emergency Incident Management and Typing System useful in help in making these assessments.

Incident Complexity Analysis

One of the most important initial tasks faced by individuals with leadership responsibilities involves an appraisal of the complexity of an incident. Such an assessment is essential to matching appropriate levels of human and material resources to the incident’s requirements.

Incident complexity analysis reflects the following assumptions:

- As an incident increases in complexity, the need for an Incident Management Team or organization increases.
- To facilitate the assembling of an efficient and effective organization, key managers should be involved in incident complexity analysis and Incident Typing from an incident’s earliest stages.
- Incident complexity analysis must include consideration of the number and location of local livestock populations, the area’s disease history, current conditions, and management requirements.
- Incident complexity analysis and the Emergency Incident Management and Typing System are not “cure-alls” for the issues inherent in the decision-making process.

Although the criteria for incident complexity vary according to local conditions, completion of an Incident Complexity Analysis (see Figure 1) can provide an organized basis for evaluating a situation.

Emergency Management and Incident Typing System

In analyzing the complexity of an incident, individuals with leadership responsibilities may find the Emergency Incident Management and Typing System useful. This system can help leaders characterize a situation accurately and identify safety issues and/or other key areas of complexity. It also can help them address a range of issues safely and effectively via selection of optimal strategies and tactics as well as appropriate levels of qualification for incident management personnel.

Leaders can use the Emergency Management and Incident Typing System to categorize the complexity of an incident (see Table 1). The system’s categories range from a Type 5 Incident, which is contained in a comparatively short time with comparatively minor levels of resources, to a Type 1 incident, which can be contained only with significant human and material resources that are committed for a longer time period. Each incident type is described briefly below.

Type 5 Incident—In a Type 5 Incident:

- The human resources required typically vary from two to six ICS personnel.
- Command and General Staff functions are not activated.
- The incident generally is contained within the index premises. A Foreign Animal Disease Diagnostician is dispatched to the index premises for preliminary diagnosis and samples are taken and forwarded to the diagnostic laboratory.

Type 4 Incident—In a Type 4 Incident:

- The human resources required vary from a single individual to several personnel, a task force, or one or more strike teams.
- The incident usually is controlled within 24 hours.
- Command and General Staff functions are not activated.
- The National Incident Coordinator participates in regular briefings of emergency response staff conducted by the Incident Commander(s).
- The National Incident Coordinator ensures that a Delegation of Authority—a document allowing for the transfer of authority for incident control from the APHIS Administrator to the Incident Commander(s)—is written and put into effect and that the Delegation of Authority and situation analyses are updated regularly.
- The lead State agency representative or his/her designee ensures that a Delegation of Authority to the Incident Commander(s) is written and put into effect and that the Delegation of Authority and situation analyses are updated regularly.
- No written Incident Action Plan is required. However, an operational briefing is conducted and documented for all incoming ICS personnel.

Type 3 Incident—In a Type 3 Incident:

- Some or all of the ICS Command and General Staff positions may be activated (usually at the Division/Group Supervisor and/or Unit Leader level).
- The incident extends into multiple operational periods (multiple days/shifts).
- The National Incident Coordinator ensures that a Delegation of Authority—a document allowing for the transfer of authority for incident control from the APHIS Administrator to the Incident Commander(s) is written and put into effect and that the Delegation of Authority and situation analyses are updated regularly.

- The lead State agency representative or his/her designee ensures that a Delegation of Authority to the Incident Commander(s) is written and put into effect and that the Delegation of Authority and situation analyses are updated regularly.
- Incident Command organizations manage initial outbreaks with a significant number of resources and use extended resources until containment and/or control are achieved or until the outbreak escapes the initial Control Area, at which time the situation is upgraded to a Type 1 or 2 Incident and additional resources are mobilized for incident use.
- A written Action Plan is required for each operational period (day/shift).

Type 2 Incident—In a Type 2 Incident:

- Most or all of the Command and General Staff positions are activated.
- The incident extends into multiple operational periods (days/shifts).
- A written Action Plan is required for each operational period (day/shift).
- Many of the functional units are needed and staffed.
- The National Incident Coordinator participates in regular briefings of ICS staff, conducted by the Incident Commander(s).
- The National Incident Coordinator ensures that a Delegation of Authority—a document allowing for the transfer of authority for incident control from the APHIS Administrator to the Incident Commander(s)—is written and put into effect and that the Delegation of Authority and situation analyses are updated regularly.
- The lead State agency representative or his/her designee ensures that a Delegation of Authority to the Incident Commander(s) is written and put into effect and that the Delegation of Authority and situation analyses are updated regularly.
- Operations personnel normally do not exceed 200 per operational period (day/shift), and total incident personnel do not exceed 500. (These numbers are estimates only.)
- Divisions are usually established to facilitate work assignments geographically. A qualified Division/Group Supervisor is not required for divisions established for reasons other than span-of-control issues or other complexity factors.

Type 1 Incident—A Type 1 Incident includes all of the criteria for a Type 2 incident in addition to the following:

- All Command and General Staff positions are activated.
- Operations personnel often exceed 500 per operational period (day/shift), and total personnel usually exceed 1,000. (These numbers are estimates only.)

- Divisions and Groups are established, requiring qualified personnel.
- The establishment of branches may be required.
- Multiple Incident Command bases may be required.
- The National Incident Coordinator ensures that a Delegation of Authority—a document allowing for the transfer of authority for incident control from the APHIS Administrator to the Incident Commander(s)—is written and put into effect and that the Delegation of Authority and situation analyses are updated regularly.
- The lead State agency representative or his/her designee ensures that a Delegation of Authority to the Incident Commander(s) is written and put into effect and that the Delegation of Authority and situation analyses are updated regularly.
- The National Incident Coordinator devotes greater amounts of time to interacting with Incident Command and General Staff in addition to participating in daily briefings and ensuring that the Delegation of Authority is updated regularly, as noted earlier.
- Use of resource advisors at the Incident Command Post is recommended.
- Because of the incident’s high impact on the local office, additional staff resources are required for office administrative and support functions.
- A Unified Command structure is required (see discussion below).
- A representative from each of the involved jurisdictions shares in Unified Command and, at times, performs other functions. Collectively, the representatives direct the management of the incident to accomplish common objectives. Unified Command should be established at the Incident Management Team and Area Command levels.

Transfer of Command—As command and control functions are transferred from a local unit to a larger team operation, many safety problems, organizational issues, and cost-efficiency concerns are likely to emerge. These “transfers of command” periods historically have constituted the highest-risk phase of incident management.

To minimize confusion and maintain operational control, clear lines of authority at all levels—leadership, command, and coordination support—must be established quickly as the operation expands. (For an example of an organizational chart developed for the exotic Newcastle disease outbreak in the Western States, see Appendix I.)

Upon determination that an outbreak is unlikely to be contained with existing levels of resources, the following tasks will need to be completed: (a) analysis of the incident's complexity and establishment of an Incident Type, (b) enlistment of support from the Directors and Chiefs of key VS units, and (c) documentation of these commitments of support for evaluation and use by APHIS leaders.

Procedures for each of these actions are discussed later in these guidelines.

In addition, as the situation warrants, the local responding official and Area Veterinarian in Charge may need to request (or “order”) an Incident Management Team. (See section entitled “Requesting Incident Management Teams” later in these guidelines.)

4 INCIDENT RESPONSE COORDINATION

Incident response coordination includes (a) the accessing of resources and (b) off- and on-site response management, each of which is described below.

Accessing Resources

When an incident occurs and an ICS Incident Management Team is formed to respond to it, the Incident Commander(s) must estimate resource needs promptly and communicate this estimate to ICS Area Command, Regional Coordination, and National Coordination personnel. These individuals will in turn communicate the estimate to USDA and APHIS managers so that appropriate resources can be assigned to the Incident Management Team for use in incident response.

Off-site and On-site Response Management

Successful incident management requires the services both of off-site coordination and support organizations and of on-site incident organizations. To manage an incident effectively, it is important to understand the roles and responsibilities of each.

Off-Site Coordination—Roles in off-site coordination are played by the APHIS Administrator’s designated National Incident Coordinator and—for some types of incidents—personnel from other organizations, as discussed below.

APHIS Administrator’s Designated National Incident Coordinator—The APHIS Administrator will appoint a National Incident Coordinator, who will assume overall national incident coordination responsibilities during significant incidents of all types. The National Incident Coordinator will:

- Activate the APHIS Emergency Operations Center and activate and/or alert full multi-agency Incident Management Teams as needed.
- Keep the APHIS Administrator or his/her designee apprised of the incident situation via reports made at least daily.
- Facilitate policymaking by consulting with the APHIS Administrator or his/her designee and other high-level APHIS managers as necessary on all new policy decisions and informing them of any minor modifications to decisions already made.
- Provide national leadership in coordinating resources—both internal and external to APHIS—for use in incident response.
- Assist with the processing of emergency declaration paperwork.

- Assist in the formulation of a budget for the incident.
- Provide planning resources to facilitate strategic planning for an effective incident response.

Regional Off-Site Coordination—Regional Off-Site Coordination, which includes interaction with Geographic Area Coordination for resource acquisition, is established in all Type 1 or Type 2 Incidents (i.e., relatively complex incidents, as described in the Emergency Incident Management and Typing System outlined later in this document).

Area Off-Site Command—Area Off-Site Command is established if an incident covers a wide geographic area, is of sufficient complexity to warrant such establishment, or involves multiple Incident Command Posts or if the establishment of such command otherwise is determined to be the best approach to managing an incident.

On-Site Coordination—as mentioned earlier, the on-site management of all emergency animal health incidents, regardless of size, involves either (a) an Incident Commander or (b) two or more Incident Commanders constituting a Unified Incident Command. This individual(s) is responsible to the APHIS Administrator for all Incident Command-level functions and for incident response activities.

5 INCIDENT COMMAND SYSTEM TEAMWORK

The Area Veterinarian in Charge and the State Veterinarian, or his/her Federal or State representative, in each State serves as the Area Commanders in the ICS system. As such, they are responsible for all animal health emergency response activities within their Area (State). They also share responsibility for establishing one or more Incident Management Teams in their Area and for ensuring that these teams are trained and capable of meeting or helping to meet the response management needs of the State and the Nation.

The Incident Management Team(s) must be prepared to respond to multiple animal health emergencies—in addition to those posed by animal diseases—and to join forces with other organizations as necessary to respond to these emergencies successfully. Use of ICS will allow these teams to integrate easily into a unified structure involving nonagricultural emergency response organizations as well as agricultural ones.

In a significant animal health emergency, the Area Commanders need to determine the number of Incident Management Teams they require to provide the best possible incident response. Each Incident Management Team member must have:

- Significant animal health experience.
- In-depth program knowledge and technical skills.
- Strong crisis management abilities.
- A support-oriented attitude.

Unified Command

As mentioned, Unified Command is used with incidents in which more than one jurisdictional boundary is involved or in which two or more authorities have joint jurisdiction. Normally, individual agency responsibilities and authority are legally confined to a single jurisdiction.

Under Unified Command, individuals representing agencies with jurisdictional responsibility at an incident contribute to the process of:

- Determining overall strategies.
- Selecting alternatives.
- Ensuring that tactical activities are planned jointly.
- Maximizing use of all assigned resources.

The goals of Unified Command are to:

- Develop objectives for the entire incident.
- Improve information flow and interaction among all agencies involved in incident response.
- Develop a single collective approach to incident response, regardless of the incident's functional complexities.
- Optimize the efforts of all agencies to perform their respective missions by reducing or eliminating duplicate efforts or missions; improving APHIS' awareness of the plans and actions of all others; ensuring APHIS with responsibility for an incident understands its organization's goals, objectives, and restrictions; and ensuring that APHIS' authority is not compromised.

Selecting the Incident Management Team

The development of an Incident Management Team should begin with selection of an Incident Commander, an Incident Command Staff (Finance, Logistics, Operations, and Planning Section Chiefs—also referred to as General Staff), and an ICS Training Coordinator. These individuals will need to complete ICS training as soon as possible and accept nominations for and/or select additional personnel to fill out their respective sections of the Incident Management Team.

Area Commanders should select personnel for the Incident Management Team from within their own units or from other units of State and Federal Government. These individuals should have the skills and experience required for assignment to an Incident Management Team.

Personnel who wish to be considered for a position on an Incident Management Team should discuss the matter with their respective supervisors and request their concurrence. Whether selections of these

individuals are made immediately or not, they should be provided with the training and experience necessary to make them eligible for positions on Incident Management Teams in the future.

Both the individual requesting consideration of an Incident Management Team assignment and APHIS must understand the commitment that they are making to participate in all of the training, exercises, and incident deployments to which the Incident Management Teams will be committed.

Training

Personnel selected to serve on Incident Management Teams will need to complete formal training—as well as on-the-job training—for their respective positions. Incident Command, via the ICS Training Coordinator, will coordinate ICS/Incident Management Team training.

Training also can play an important role in the building of effective working relationships between the animal health and emergency management communities. Provision of training to members of both communities (e.g., in the areas of biosecurity, animal health, and humane animal care as well as emergency response) will help all parties respond to animal health emergencies in an integrated, harmonious manner.

Reporting of Team Capabilities

Each State must have an established and trained Incident Management Team. This team may or may not currently have full capacity to deal with all types of incidents.

By December 31 of each year, each State should provide a report through their Regional office, to the APHIS Emergency Operations Center in Riverdale, Maryland, describing the level of response capability the State believes its team possesses. This report should include the position titles and training of available Incident Management Team personnel and a list of the human and material resources necessary to supplement local resources in each Incident Type category.

Procuring Additional Resources

Additional human and material resources can be requested through established procurement channels from local Area dispatch offices, USDA Regional Geographic Area Coordination Centers, and/or the USDA/APHIS National Interagency Coordination Center located at the APHIS Emergency Operations Center.

Specifying Incident Management Team Configurations

US Forest Service Incident Management Teams can be requested in three types and two configurations, as summarized below. Modification to the complete teams can be accommodated with prior approval of the US Forest Service. Only those positions necessary for the incident should be requested.

Types of Teams—Incident Management Teams can be requested according to three types of team expertise (which should not be confused with “types” of incident in the Emergency Incident Management and Typing System). These types of team are configured in descending order of training

levels, with a Type 1 Team possessing the training and experience required to respond to incidents of the highest complexity (e.g., involving multiple sites), a Type 2 Team trained to respond to less complex incidents, and so forth. Although the national standard configuration of Type 1 and Type 2 Teams is the same, APHIS Regional Offices may adjust the makeup of teams for use as needed in their individual areas.

Currently, 16 Type 1 National Interagency Incident Management Teams are available. In a significant disease outbreak, these teams are to be mobilized according to national call-out procedures and rotation arrangements to supplement the efforts of the State Incident Management Teams.

“Short” and “Long” Teams—An Incident Management Team requested through the APHIS Emergency Operations Center and National Interagency Coordination Center can be ordered in one of two configurations: short (nine members) or long (approximately 26-33 members). Variations from the standard configuration are allowed only at the discretion of the requesting unit. Depending on the size of the outbreak will determine that type and size of team that is called upon. For example, a Short Type 1 Team would be dispatched for a Type 2 incident where the State and APHIS did not have the needed resources to adequately control the outbreak. A Short Team is dispatched to help assist in the establishment of an ICP and can be tailored to fit the needed positions depending on the size and command area of the ICP.

A typical Forest Service Short Team consists of a(n):

- Incident Commander (ICT2)
- Planning Section Chief (PSC2)
- Safety Officer (SOF2)
- Information Officer (IOF2)
- Logistics Section Chief (LSC2)
- Finance Section Chief (FSC2)
- Operations Section Chief (OSC2) (two each)
- Air Operations Branch Director (AOBD)

A typical Forest Service Long Team includes all of the members of the Short Team and also a:

- Situation Unit Leader (SITL)
- Communication Unit Leader (COML)
- Supply Unit Leader (SPUL)
- Facilities Unit Leader (FACL)

- Ground Support Unit Leader (GSUL)
- Time Unit Leader (TIME)
- Procurement Unit Leader (PROC)
- Cost Unit Leader (COST)
- Division Supervisor (DIVS) (four each)
- Resource Unit Leader (RESL) (two each)
- Fire Behavior Analyst (FBAN)
- Information Officer (IOF2)
- Compensation/Claims Unit Leader (COMP)
- Air Tactical Group Supervisor (ATGS)
- Air Support Group Supervisor (ASGS)

Additionally, four national Area Command Teams are available. These teams are composed of the following six personnel (four specific positions and two trainees identified by the Area Commander):

- Area Commander (ACDR)
- Area Command Planning Chief (ACPC)
- Area Command Logistics Chief (ACLC)
- Area Command Aviation Coordinator (ACAC)
- Area Command Trainee (ACTR) (two trainees)

Facilitating Transfer of Responsibilities to Incident Management Teams

Once the decision has been made to mobilize an Incident Management Team, the following guidelines can facilitate the transition of incident management responsibilities from the local unit to the incoming team. This includes the briefings that must be provided by the National Incident Coordinator and the Incident Commander(s) for the Incident Management Team.

Although some information will be conveyed in writing and some orally, the provision of all briefing information—as well as the information itself—will be documented. A written Delegation of Authority (see Appendix II) is to be provided by the National Incident Coordinator to the incoming Incident Management Team at the initial briefing.

Transfer of Command Responsibilities—The local team or organization in place at an incident site should remain in charge until the incoming Incident Management Team members have been briefed by their counterparts, a written Delegation of Authority has been signed, and a mutually agreed-upon time for the transfer of command has been established.

The Incident Management Team’s procurement personnel will specify times of arrival and transfer of command and will discuss these time frames with the incoming Incident Commander(s). The procurement personnel should complete the following tasks prior to the arrival of the incoming team:

- Determine the Incident Command Post/base location.
- Order basic office and field support equipment and supplies for incident response, including suitable office space.
- Secure an ample supply of appropriate maps of the incident site and surrounding areas. (This is critical.)
- Determine the Incident Management Team’s transportation needs, and obtain the necessary vehicles.
- Schedule a time and location for the initial briefing of the Incident Management Team by the National Incident Coordinator.
- Obtain necessary information for use in the Administrator’s briefing.
- Obtain necessary communications equipment.

The briefing by the National Incident Coordinator, assisted by the Incident Commander(s), should take place as soon as the incoming team’s Command and General Staff have been assembled, preferably at a location away from the incident. The Incident Situation Analysis (see below) and the signing of the written Delegation of Authority should be completed prior to the briefing.

Incident Situation Analysis—The National Incident Coordinator should provide the incoming Incident Commander(s) with an Incident Situation Analysis—a written overview document that includes, at minimum, the following:

- Disease (incident) status/information.
- Name (specific disease) of the incident and number(s) of States, counties, and premises involved.
- The incident(s)’ approximate size, location, and jurisdictions (e.g., USDA, State, Tribal, or county) and corresponding jurisdictional land status.
- Name of the current Incident Commander.

- General weather conditions at the incident site(s).
- Disease characteristics.
- Populations at risk.
- Current objectives, strategies, and tactics.
- Location of the Incident Command Post and/or base locations.
- Other uses of resources that might have an impact on the incident.
- Local participation in the team organization in terms of resources and APHIS representatives.
- Any relevant information about the existing or anticipated Unified Command organization.
- The names and skills of technical specialists assigned to the incident.
- Priorities for control.
- Procedures for dealing with the news media.
- Political considerations.
- Agreements or memorandums of understanding in effect.
- Any other agencies' human resources or representatives who already are responding to the incident.
- The desired date and time for the team transition to occur.
- A summary of safety issues, including accidents to date; the status of accident reports; the names of areas with existing or potentially hazardous materials; and the names of local, State, and APHIS Safety Officers.
- An overview of operations and planning considerations, including strategies, tactics, and any unusual local conditions in the vicinity of the incident; preplanning information available for use by the team; reporting requirements for the USDA/Forest Service's Incident Status Summary (ICS-209, Appendix III); the status of the current team; the status of local agency personnel; APHIS capabilities for the support of the team's operations; APHIS' rest-and-rotation policies; and APHIS' demobilization concerns.
- An overview of logistical considerations, including transportation routes; the ordering system to be used; the procurement unit in place or requested; personnel food services; available sleeping facilities; local medical facilities; the nearest treatment and medical evacuation/"life flight" facilities; contact information for local law enforcement agencies; and a summary of any contacts already made with local law enforcement personnel.

- An overview of the financial and administrative situation, including fiscal limitations and constraints; any cost-sharing arrangements affecting the incident; the name of an available contracting officer; the potential for claims/injuries; the name of the Incident Business Advisor assigned to the incident; the Service and Supply Plan; Unit/APHIS business management requirements; whether a Buying Team and Payment Team have been requested; Local Unit business contacts; the incident financial package requirements; and a printed list of local contractors in the area (e.g., firms that may be called upon to help with activities such as carcass disposal).

Delegation of Authority

As mentioned, the Delegation of Authority (Appendix II) allows for the transfer of authority for incident control from the APHIS Administrator to the Incident Commander(s). An Incident Management Team may initiate incident control actions only after Incident Command has received a written, signed Delegation of Authority from the APHIS Administrator.

The Delegation of Authority will contain specific, measurable objectives to be accomplished by the Incident Management Team as well as any limitations to the team’s authority. Measurable objectives will provide both the APHIS Administrator and the Incident Management Team with a means of continually evaluating control actions so that necessary adjustments can be made as the incident progresses.

Incident Management Plan

An Incident Management Plan, which is created by Incident Command, consists of two required documents: A Disease Management Plan and an Implementation Plan. Both plans must be approved by the National Incident Coordinator.

The Disease Management Plan identifies specific resource and management objectives for a predefined geographic area as well as prescriptive criteria for an effective response.

An Implementation Plan provides an operational plan for assessing, analyzing, and selecting strategies for use in an effective incident response.

An Implementation Plan consists of three distinct stages:

- *Stage I: Assessment.* This stage, consisting of the initial assessment or “size-up,” provides for the gathering of preliminary information and comparison of current data with criteria found in the National Animal Health Emergency Management Systems guidelines, “Strategies for Dealing With Highly Contagious Diseases,” “Strategies for Dealing With Vector-borne Diseases,” and/or “Strategies for Dealing With Nonhighly Contagious Diseases” (in progress). This assessment—an initial decisionmaking tool—assists managers in classifying incidents according to resource needs and/or necessary control actions.
- *Stage II: Short-term implementation action.* The second stage of the plan, that of short-term implementation action, provides managers and staff with the information on resource needs required to initiate and continue effective incident management. The plan includes predictions of potential disease-pathogen spread, any necessary short-term management actions needed, an estimate of situation complexity, and any long-range management actions anticipated.

- *Stage III: Long-term assessment and implementation.* Activities during the long-term assessment and implementation stage supplement the Incident Management Plan by identifying long-term, site-specific implementation actions necessary to manage the incident in line with agreed-upon objectives.

6 HUMAN RESOURCE GUIDELINES

An effective response to an emergency incident typically involves significant effort on the part of considerable numbers of personnel. Guidance on various human resource issues that may arise in this regard is provided below.

Work/Rest Guidelines

The Incident Management Team will ensure that all personnel are provided a 2-to-1 work-to-rest ratio (i.e., for every 2 hours of work or travel, 1 hour will be provided for sleep and/or rest). The Incident Commander, the National Incident Coordinator will document and approve any proposed justification for work shifts exceeding 12 hours (including travel time) after the first operational period (day/shift) and will include this in the daily incident records.

Length of Commitment

To provide for safe, efficient, and effective support of disease control and eradication operations, policies on length of assignments have been established. The following policies apply to all ICS incident response personnel, including temporary, managerial, or support staff (except as noted):

- Incident assignments will not exceed 21 days (excluding travel). In situations in which objectives are close to being met, exceptions to this policy may be necessary to allow for the smooth transition of work to replacement personnel. The Incident Commander(s) and APHIS Administrator(s) will monitor such situations and agree jointly on any assignment extensions.
- The Incident Commander will document any assignment that exceeds 21 days, gain the approval of the APHIS Administrator for it, and include the justification for it in incident records. However, no assignment will exceed 30 days (excluding travel). “Back-to-back” assignments must be considered carefully in light of the health, readiness, and capability of the staff resource. The health and safety of incident personnel will not be compromised under any circumstances.
- By prior agreement, military battalions and the strike team leaders and battalion liaisons assigned to such units are mobilized on the basis of a 30-day commitment (including training and travel).
- Individuals in certain key leadership positions such as those of Incident Commander and General Incident Command staff can be deployed on a rotational basis, as appropriate, for up to 60 days at a time (excluding travel). This provides for continuity in operations. If such

mobilization is required, one 4-day period of administrative leave will be provided during the assignment, with travel home allowed. At the end of a 60-day assignment, a mandatory 2-week home rotation must take place before redeployment is permitted. However, Incident and Area Commanders will give strong consideration to the health and condition of personnel by varying the intensity and exposure of personnel assignments.

- Certain support organizations (e.g., the U.S. Department of Health and Human Services' Veterinary Medical Assistance Teams, Federal Emergency Management Agency Teams, and U.S. Forest Service Incident Management Teams) require a 14-day deployment, though in some cases longer deployment times can be negotiated.
- In making incident assignments, supervisors must consider when the requested individual's last day off—prior to mobilization—occurred in order to optimize the individual's readiness and capabilities for the assignment.
- The length of the commitment of State personnel and personnel from other cooperating agencies and partners may be specified in existing agreements and will take precedence over the policies stated herein. In any case, the safety and welfare of staff resources always should be paramount.
- During a Type 1 (nationally significant) incident, personnel can be given 2 days of rest and recuperation after the first 21-day assignment. Subsequently, the assignment can be extended, or the individual can be given an additional 21-day assignment, based on concurrence with the staff resource and the individual's home agency or unit. At the end of the second 21-day assignment, the staff resource will be released to the home agency or unit. Upon arriving home, the staff resource should be allowed a minimum of 4 days of leave before receiving another assignment.

7 ESTABLISHING PRIORITIES FOR RESOURCE COMMITMENT

All organizations have resource limitations. The Emergency Incident Management and Typing System allows for a clear understanding of the relative priorities that the APHIS Administrator will place on an incident so that all units required to provide resources understand the level of resource commitment appropriate for an incident.

Under certain conditions, resources will be sought either on a voluntary or a mandatory basis. Accordingly, daily operations may be expected either to continue uninterrupted or to be postponed indefinitely until the incident objectives have been met or the incident has been downgraded in type.

Committing Support for Incident Response

Upon determination that an outbreak is unlikely to be contained with existing levels of resources, the following tasks will need to be completed: (a) analysis of the incident's complexity and establishment of an Incident Type designation, (b) enlistment of support from the Directors and Chiefs of key VS units, and (c) documentation of these commitments of support for use by leaders. Each of these actions is discussed below.

Analysis of Incident Complexity and Establishment of Incident Type—The Director of Emergency Programs, VS, will consult with the appropriate field officials and Area Veterinarian in Charge to analyze the complexity of the incident and to propose an Incident Type designation in terms of one of the Incident Typing System’s five levels. The Director of Emergency Programs then will discuss the proposed Incident Type designation with the Associate Deputy Administrator for Emergency Programs and the VS Emergency Management Leadership Team. After obtaining their concurrence, the Director of Emergency Programs—in his/her capacity as head of the Emergency Management Leadership Team—will use VS Form X-XXX, “Recommended Designation of Incident Type” (Appendix IV) to forward the proposed Incident Type designation to the Deputy Administrator and the VS Management Team for their consideration and/or concurrence.

Enlistment of Support from VS Units—After the Incident Type has been established, the Director of the VS Region in which the incident has occurred will request that VS Unit Directors and Chiefs (including the leaders of VS Emergency Programs; the Centers for Epidemiology and Animal Health; the Center for Veterinary Biologics; the National Center for Animal Health Programs; the National Veterinary Services Laboratories; and the VS Region in which the incident has *not* occurred) complete VS Form X-XXX, “Proposed Support for Incident Response” (Appendix V). Using this form, the Directors and Chiefs will detail the amount and type of support they are able to contribute and the ways in which it will affect their respective units’ planned accomplishments for the year. The VS Unit Directors and Chiefs should forward the completed Forms X-XXX promptly to the Director of the responding VS Region.

Documentation of Commitments of Support—The Director of the VS Region in which the incident has occurred will summarize the responses from VS Form X-XXX, “Proposed Support for Incident Response,” on VS Form X-XXX, “Commitment of Support for Incident Response” (Appendix VI), briefly noting (a) any reasons provided by the unit heads for proposing levels of support that are less than those recommended for the appropriate Incident Type and (b) the projected impact of these commitments on the unit’s accomplishments for the year. The completed Form X-XXX should be forwarded to the Deputy Administrator (through the Office of the Associate Deputy Administrator for Regional Operations and with a copy to the Director of Emergency Programs) for concurrence.

In addition to its primary function of facilitating the Deputy Administrator’s evaluation of proposed support levels, the completed Form X-XXX also may be useful in documenting this support and as a basis for keeping key officials informed of the commitment of various units to the incident response effort.

Incident Status Reporting

As mentioned, the Incident Management Team must provide the National Incident Coordinator with a report on the status of an incident at least once every 24 hours. The Administrator may require additional reporting times.

Incident status is reported via the USDA/Forest Service’s Incident Status Summary (ICS-209, Appendix III) or other summary, depending on the requirements of the USDA Regional Geographic Area Coordination Center and National Interagency Coordination Center. Regardless of the form used, an /VS Daily Situation Report should be attached to it (Appendix VII). Time frames should meet local, USDA Regional Office, Geographic Area Coordination Center, and National Interagency Coordination Center requirements.

Release of an Incident Management Team

Preparing to release an Incident Management Team—either at the end of a rotation or at the end of an incident—essentially involves procedures that are the reverse of the transfer of authority and operations *to* the Incident Management Team. The National Incident Coordinator must approve the date and time of the release.

Releasing a Team at the End of a Rotation—Before an outgoing Incident Management Team is released, the incoming Incident Management Team should be allowed ample time to “phase into” the work of the outgoing team. The outgoing team should not be released from duty until agreed-upon objectives for the team have been met and until management activity and the workload are at levels that the incoming team reasonably can be expected to assume.

Releasing a Team at the End of an Incident—Criteria for deciding to release an Incident Management Team at the end of an incident include the following:

- The Administrator’s objectives have been met.
- Most operational personnel and resources not needed for biosecurity activities have been released.
- The Incident Command Post has been closed down or reduced in staff or is in the process of closing down.
- The Planning Section Chief has prepared a draft of the incident summary (including both the work that has been accomplished and the tasks that remain) for use by the Incident Management Team in a close-out briefing for the National Incident Coordinator.
- The Finance/Administration Section Chief has resolved most of the known finance issues. Arrangements have been made for the transfer of financial records and remaining tasks to the local unit’s administrative personnel.
- Resource rehabilitation work (e.g., repair of any property damaged as part of the Task Force’s work) has been completed or done to the local unit’s satisfaction.
- Personnel performance ratings, including ratings for temporary personnel, have been completed.
- The Incident Management Team has provided the National Incident Coordinator with a final (“close-out”) briefing.

The National Incident Coordinator should receive a final briefing by the Incident Management Team and should rate the performance of team members as soon as possible after their release. Should an Incident Management Team be unable to follow some of the above procedures because of emergency conditions or other issues, the assigned Incident Commander(s) and staff will work with members of the local unit to obtain the information necessary to make an effective, organized transfer of operations and authority.

Team Evaluation and After-Action Review

After the demobilization of the Incident Management Team, the National Incident Coordinator must conduct a Team Evaluation and an After-Action Review. These documents are described below.

Team Evaluation—the National Incident Coordinator must complete a written evaluation of the Incident Management Team no later than 3 months after demobilization of the team. Ideally, this evaluation should be completed not at the time of the closeout review but rather after sufficient time has elapsed so that incident cost documentation, claims processing, demobilization procedures, and rehabilitation activities essentially have been completed and can be evaluated thoroughly. During this time, the National Incident Coordinator also can gather information with which to evaluate the Incident Management Team’s effectiveness with cooperating agencies and partners, the communications media, and neighbors.

The Delegation of Authority, which includes objectives established and updated as necessary by the Administrator, will serve as the primary standard against which the Incident Management Team is evaluated. The National Incident Coordinator will provide a copy of the evaluation to the Incident Commander and will retain a copy for the final incident package containing the incident files and other documentation.

Other factors to consider in a written evaluation of an Incident Management Team include the following:

- How orderly was the transition of work from the local unit to the Incident Management Team and from the Incident Management Team to the local unit?
- How well were human resources managed?
- Were personnel safety records accurate, complete, and current?
- How closely did budget projections predict actual fiscal performance?
- Was property accounted for and its security controlled?
- Were costs well documented?
- Were claims investigations and documentation complete?
- Was optimal use made of reporting systems?
- Were relations with the communications media handled effectively?

- Was interaction with cooperative agencies and partners, local unit staff, neighbors, and support units helpful and effective?
- Was financial and payment documentation accurate and complete?

- How effective were the disease control and eradication methods used?
- Was demobilization conducted in an orderly manner?
- Was the final report package complete?

After-Action Review—In addition to the team evaluation, the National Incident Coordinator will conduct an After-Action Review to document “lessons learned” and to suggest modifications to current policies and procedures for the improvement of future emergency response endeavors. The review will be conducted with the assistance of the Policy and Program Development Staff and will include members of the Incident Management Team as well as national leaders and representatives of industry.

Summary

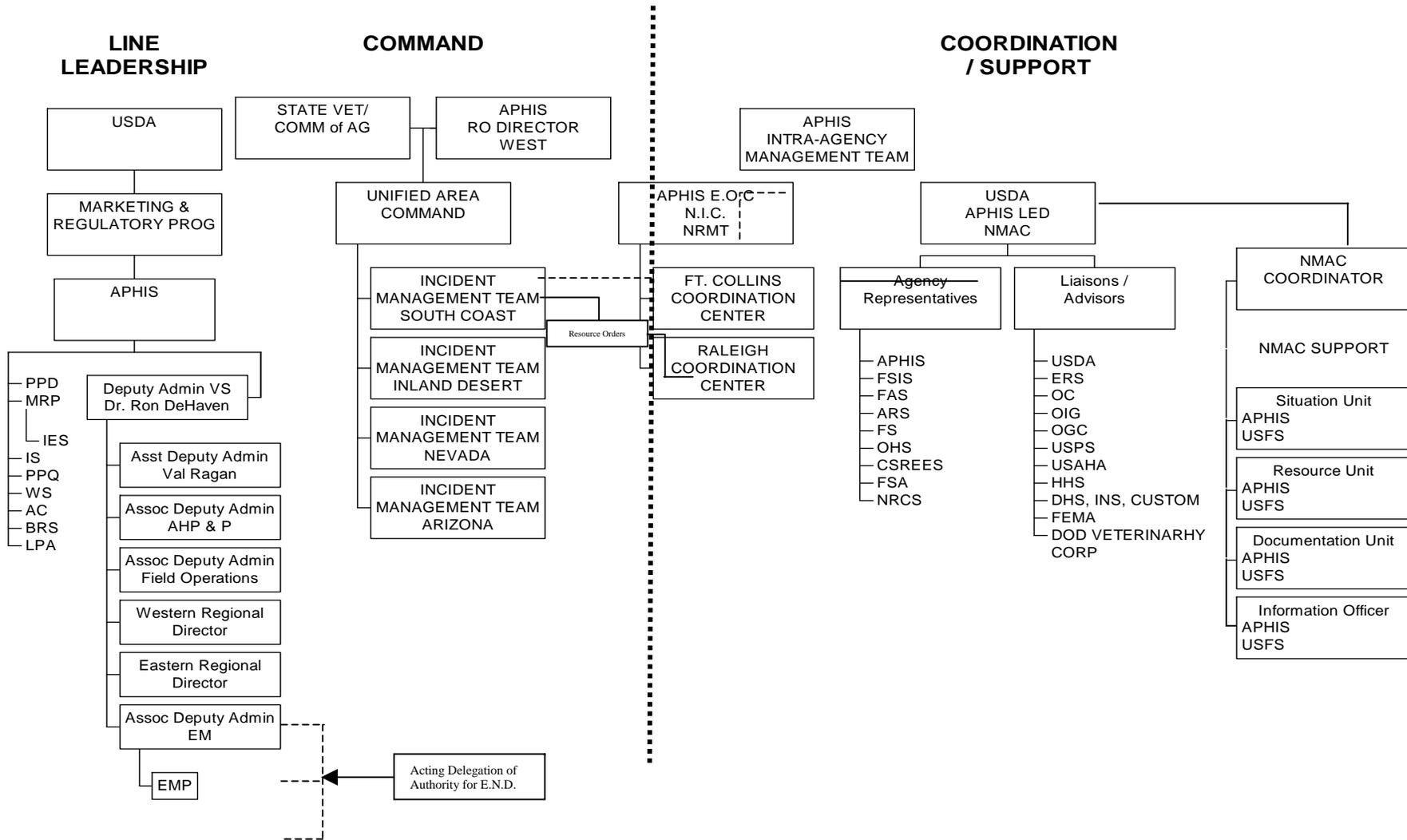
Successful incident management at all levels of complexity requires clear, open, honest communication and the cooperation of all involved. The establishment of standards for effective communication and resource deployment and the development of criteria for levels of incident typing are designed to facilitate a better understanding of the nature of effective incident response and the priority APHIS places upon it.

References

The system outlined in this memorandum is based on the successful implementation of the National Interagency Incident Management System’s National Wildland Fire Management Guidelines.

Much of this memorandum has been adapted from Chapter 10, “Incident Management” in “Standards for Fire and Aviation Operations 2002,” published by the National Wildland Fire Coordinating Group. The conceptual contributions made by members of the U.S. Forest Service and the U.S. Bureau of Land Management are acknowledged with appreciation.

Appendix I Sample Organizational Chart



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**Sample Draft
Delegation of Authority**

(Date)

Subject: Delegation of Authority

To: Area Commander, *(name of disease)* Outbreak

The following is your delegation to act for me in combating *(disease)* in *(State or States)*. Specifically, you should:

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

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

- Provide for employee and public health and safety.
- Bring the full resources of the Animal and Plant Health Inspection Service () to bear in this effort.
- Involve and engage the National Response Management Team (NRMT), led by National Incident Coordinator *(name)* in your work.
- Involve the NRMT in local or regional questions that may have national or international trade impact.
- Place a high priority on surveillance to detect and contain the spread of *(disease)*.

(continued)

Sample Delegation of Authority, page 2

- Obligate funds in a fiscally correct manner, with sensitivity to cost containment and adequate accounting for expenditures.
- Strengthen and maintain intergovernmental relationships.
- Respect and value State leadership and work cooperatively with State officials to attain mutual objectives. Should attainment of incident objectives not be achieved as planned, please consult with me.
- Provide timely and accurate information to this office and the NRMT so that responses can be prepared to information requests from the Secretary of Agriculture, the Congress, and the American people.
- Assess our emergency management performance so that this work can be strengthened in the future.

In my absence, contact the Acting Deputy Director on duty. Thank you.

(NAME)
Regional Director

Appendix III

INCIDENT STATUS SUMMARY FS-5100-11																									
1. Date/Time				2. <input type="checkbox"/> Init <input type="checkbox"/> Final <input type="checkbox"/> Update <input type="checkbox"/> Final				3. Incident Name								4. Incident Number									
5. Incident Commander						6. Jurisdiction				7. County				8. Type Incident				9. Location				10. Started Date/Time			
11. Cause				12. Area Involved				13. % Controlled				14. Exptd Containment Date/Time				15. Exptd Contained Date/Time				16. Dec. Contain'd Date/Time					
17. Current Threat												18. Control Problems													
19. Est. Loss				20. Ext Savings				21. Injuries				Deaths				22. Line Built				23. Line to Build					
24. Current Weather WS Temp WO RH						25. Predicted Weather WS Temp WO RH						26. Cost to Date						27. Est. Total Cost							
28. Agencies																									
29. Resources																						TOTALS			
Kind of Resource	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST			
ENGINES																									
DOZERS																									
CREWS Number of Crews:																									
Number of Crew Personnel:																									
HELICOPTERS																									
AIRTANKERS																									
TRUCK COS.																									
RESCUE/MED.																									
WATER TENDERS																									
OVERHEAD PERSONNL																									
TOTAL PERSONNEL																									
30. Cooperating Agencies																									
31. Remarks																									
32. Prepared by												33. Approved by						34. Sent to							
												Date						Time By							

General Instructions

Completion of the Incident Status Summary will be as specified by Agency or municipality. Report by telephone, teletype, computer, or facsimile to the local Agency or municipality headquarters by 2100 hours daily on incidents as required by Agency or municipality (reports are normally required on life threatening situations, real property threatened or destroyed, high resource damage potential, and complex incidents that could have political ramifications). Normally, wildland agencies require a report on all Class D (100 acres plus) and larger incidents (unless primarily grass type in which case report Class E (300 acres or larger)). The first summary will cover the period from the start of the incident to 2100 hour the first day of the incident, if at least four hours have elapsed; thereafter the summary will cover the 24 hour period ending at 1900 (this reporting time will enable compilation of reporting data and submission of report to local agency or municipality headquarters by 2100 hours) daily until incident is under control. Wildland fire agencies will send the summary to NIFC by 2400 hours Mountain Time.

1. Enter date and time report completed (mandatory).
2. Check appropriate space (mandatory).
3. Provide name given to incident by Incident Commander or Agency (mandatory).
4. Enter number assigned to incident by Agency (mandatory).
5. Enter first initial and last name of Incident Commander (optional).
6. Enter Agency or Municipality (mandatory).
7. Enter County where incident is occurring (optional).
8. Enter type of incident, e.g. wildland fire (enter fuel type), structure fire, hazardous chemical spill, etc. (mandatory).
9. Enter legal description and general location. Use remarks for additional data if necessary (mandatory).
10. Enter date and zulu time incident started (mandatory - maximum of six characters for date and four characters for time).
11. Enter specific cause or under investigation (mandatory).
12. Enter area involved, e.g. 50 acres, top three floors of building, etc. (mandatory).
13. Enter estimate of percent of containment (mandatory).
14. Enter estimate of date and time of total containment (mandatory).
15. Enter estimated date and time of control (mandatory).
16. Enter actual date and time fire was declared controlled (mandatory).
17. Report significant threat to structures, watershed, timber, wildlife habitat or other valuable resources (mandatory).
18. Enter control problems, e.g. accessibility, fuels, rocky terrain, high winds, structures (mandatory).
19. Enter estimated dollar value of total damage to date. Include structures, watershed, timber, etc. Be specific in remarks (mandatory).
20. Enter estimate of values saved as result of all suppression efforts (optional).
21. Enter any serious injuries or deaths which have occurred since the last report. Be specific in remarks (mandatory).
22. Indicate the extent of line completed by chains or other units of measurement (optional).
23. Indicate line to be constructed by chains or other units of measurement (optional).
24. Indicate current weather conditions at the incident (mandatory).
25. Indicate predicted weather conditions for the next operational period (day/shift) (mandatory).
26. Provide total incident cost to date (optional).
27. Provide estimated total cost for entire incident (optional).
28. List agencies which have resources assigned to the incident (mandatory).
29. Enter resource information under appropriate Agency column by single resource or strike team (mandatory).
30. List by name those agencies which are providing support (e.g. Salvation Army, Red Cross, Law Enforcement, National Weather Service, etc. mandatory).
31. The Remarks space can be used to (1) list additional resources not covered in Section 28/29; (2) provide more information on location; (3) enter additional information regarding threat control problems, anticipated release or demobilization, etc.(mandatory).
32. This will normally be the Incident Situation Status Unit Leader (mandatory).
33. This will normally be the Incident Planning Section Chief (mandatory).
34. The ID of the Agency entering the report will be entered (optional).

VS Form X-XXX
Recommended Designation of Incident Type

Incident _____
(Name of incident)

Date _____

Incident Type

Check one:

Type 1 (nationally significant) _____

Type 2 (regionally significant) _____

Type 3 (extended response) _____

Type 4 (initial response) _____

Type 5 (minor) _____

Recommended by: _____

Concurrence by: _____

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VS Form X-XXX

Proposed Support for Incident Response

Director/Chief _____ Unit _____

Incident _____ Incident Type _____

I ____ can ____ cannot fully provide the recommended level of incident response.

* * *

If the recommended level of incident response cannot be provided, please provide (a) a summary of the level of support unit that can be approved and provided, along with a brief explanation and (b) an assessment of the impact of the level of support to be provided on the unit's planned accomplishments for the year.

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**VS Form X-XXX
Commitment of Support for Incident Response**

Incident _____ Incident Type _____
 Planned Period of Response: _____

VS Unit Directors/ Chiefs	Recommended Support Level	Unit/Director- Approved Level of Support	Projected Impact on Accomplishments for the Year and/or Basis for Less than Recommended Support
Nat'l Center for Animal Health Programs Staff			
Emergency Programs Staff			
Eastern Region, VS			
Western Region, VS			
Nat'l Veterinary Services Labs			
Center for Veterinary Biologics			
Centers for Epidemiology and Animal Health			

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Sample Daily Situation
Report

FOR INTERNAL USE ONLY

Incident Name
Executive Update
(month/day/year)

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

Situation Update as of (*date and time*)

Number of premises positive: (*Number*) (*Describe trend—e.g., “no change from [date] report”*)
 Number of premises quarantined: (*Number*) (*Describe trend—e.g., “up X from [date] report”*)
 Number of premises depopulated: (*Number*) (*Describe trend—e.g., “up X from from [date] report”*)
 Animals depopulated to date: (*Number*)
 Premises waiting to be depopulated: (*Number*)
 Counties with positive premises: (*Number*)

Operational Update

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

- The (*name of disease*) disease situation is contained and is considered a single outbreak clustered within a (*XX*)-mile radius in (*name of county*) and along (*name of border or other geopolitical designation*).
- State and Federal animal health officials are conducting door-to-door surveys to identify livestock in the affected areas and are following up on all epidemiologic associations.
- All door-to-door surveillance, along with interviews, has established that there have been no links to (*geographical designation—e.g., “western”*) States within the United States and no exposure to livestock in other States.

- The *(name of State agriculture department)* has closed all livestock exhibits at fairs and expositions within *(name of State)*.
- The *(name of State agriculture department)* and are conducting depopulation, cleaning and disinfection, and carcass disposal activities. Affected and exposed livestock are being euthanized and *(briefly describe method of disposal)*.
- Local commercial *(herds or flocks)* are being monitored closely and will be allowed only to move intrastate under *(name of State department of agriculture)* monitoring.
- All epidemiological findings indicate that *(name of disease)* has not spread to any other areas outside the principal cluster of premises.

Trade Issues

Trade issues include the following:

- *(Name of country)* has placed a ban on *(name of commodity)* from *(name of place—e.g., “the entire State of X”)*.
- *(Name of country)* has placed a ban on *(name of commodity)* from *(name of place)* for *(time period—e.g., “up to 12 months”)*. Details are as follows: (a) a ban, retroactive to *(date)* has been placed on a *(X)*-kilometer radius of the outbreak premises; (b) *(name of commodity)* is banned for *(X)* months, with *(date, including year)* being the date that the banned area again would be eligible to export to *(name of country)*; and (c) *(names of commodities)* are banned for *(X)* months.
- Effective *(date, including year)*, the *(name of entity—e.g., the European Union)* has placed a ban on the entire United States for the following commodities: *(list commodities)*.
- is continuing to work with foreign countries to address their questions and concerns regarding the *(name of disease)* situation in *(name of State)*.

Command Center Personnel

Federal personnel ()	XX
State personnel	XX
Commodity Credit Corporation	XX
Other	<u>XX</u>
Total	XX

Figure 1. Incident Complexity Analysis

The following questions reflect various aspects of a significant incident. If you check “yes” to one or more of these items, consider activating the ICS and/or ordering an Incident Management Team.

	<i>Yes</i>	<i>No</i>
1. Has the disease outbreak or other emergency escaped the initially identified herd or flock to involve multiple sites and/or States?	___	___
2. Is the problem unlikely to be confined to the index (initially involved) premises because of extensive animal or animal-product movements and/or contacts?	___	___
3. Have the resources initially assigned to the incident failed to contain the problem?	___	___
4. Is it difficult or impossible to staff critical positions within the responding organization?	___	___
5. Does the incident seem highly unlikely to be contained or controlled in the immediate future?	___	___
6. Are the current responders overextended mentally or physically?	___	___
7. Does the incident involve sensitive political concerns, trade issues, the communications media, or controversial policy?	___	___

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Table 1
The Emergency Incident Management and Typing System:
Incident Types 4 Through 1

Incident Complexity	Incident/Organization Characteristics	Priority Actions
Type 4 Initial Response	<ul style="list-style-type: none"> • Small incident or initial response to larger incident (80% of responses) • Typically, one operational period (day/shift) • Verbal action plan • Single or few resources • Command and General Staff positions are not activated 	<ul style="list-style-type: none"> • Employee participation from outside the Area/State is voluntary. • Within-Region asset management • All regular work continues. <p>Example: Hemorrhagic disease of Rabbits</p>
Type 3 Extended Response	<ul style="list-style-type: none"> • Larger incident (approximately 15% of responses) • Incident crosses District/Unit boundaries • May require multiple operational periods (multiple days/shifts). • Written action plan • Some Command and General Staff are activated; usually no Division/Group Supervisors 	<ul style="list-style-type: none"> • Employee participation from outside the Area/State is voluntary. • Leadership positions are directed assignments. • A national pool of assets is made available. • All regular work continues. <p>Example: A screwworm outbreak</p>
Type 2 Regionally Significant	<ul style="list-style-type: none"> • Regionally significant incident (<15% of responses) • Highly complex incident or event • Multiple operational periods (multiple days/shifts). • Written action plan • Many human resources, combined as Task Forces/Strike Teams; as many as 200 or more individuals are deployed. • Command and General Staff positions are activated. • Incident Management Team or Unified Command may be activated. 	<ul style="list-style-type: none"> • Employee participation from outside the Area/State is mandatory. • A national pool of assets plus emergency mgt and vet reserve units are activated. • Selected regular work is suspended. • Mission-critical work continues. <p>Examples: Low-pathogenic avian influenza or exotic Newcastle disease</p>
Type 1 Nationally Significant	<ul style="list-style-type: none"> • Nationally significant incident (<1% of responses) • The most complex incident or event. • Multiple operational periods (multiple days/shifts). • Written action plans • Hundreds, perhaps thousands of resources; extensive field operations. • Incident Management Teams are activated. • Command and General Staff and functional unit positions are activated. • Area Command may be activated. 	<ul style="list-style-type: none"> • Employee participation from outside the Area/State is mandatory. • A national pool of assets plus emergency mgt and int'l/national veterinary reserve units are activated. • All regular work is suspended. • Mission-critical work continues. <p>Example: Foot-and-mouth disease</p>