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Marketing and Regulatory Programs
Animal and Plant Health Inspection Service**

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Brief Summary

This Mobilization Guide serves as the Agency’s handbook for mobilizing and deploying personnel and resources for incident response.

The Guide was developed in accordance with [USDA Departmental Regulation \(DR\) 1800-1 Incident Preparedness, Response and Recovery](#), which describes the Department’s incident preparedness, response, and recovery responsibilities and designates the mission areas, agencies, and staff offices carrying out this charge at the international, national, state, and county levels.

Inquiries

Direct inquiries about this manual can be made to the Jere Dick Operations Center, JDOC@usda.gov, or by telephone at 301-436-3110.

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Introduction

Purpose

Preventing and controlling animal and plant pests and diseases is vital to protecting American agriculture. Ensuring a uniform response to agricultural emergencies and all-hazards incidents enables the Animal and Plant Health Inspection Service (APHIS) to mobilize the correct resources at the correct time to the correct location, aligned with United States Department of Agriculture (USDA) policy and the National Incident Management System (NIMS). This Mobilization Guide serves as the Agency's handbook for mobilizing and deploying personnel and resources for incident response.

The Guide was developed in accordance with [USDA DR 1800-001 Incident Preparedness, Response and Recovery](#), which describes the Department's incident preparedness, response, and recovery responsibilities and designates the mission areas, agencies, and staff offices carrying out this charge at the international, national, state, and county levels.

USDA DR 1800-001 lists roles and responsibilities from the Secretary down to agency Administrators. Under this section, APHIS has numerous responsibilities, but in particular the directive states the APHIS Administrator will: "Prepare for and respond to incidents where livestock, poultry, wildlife, and crops are affected by diseases and pests, and provide technical assistance where the same may be affected by hazardous agents (biological, chemical, and radiological)".

APHIS employees play a critical role in agriculture and all-hazard emergency response efforts. The APHIS Emergency Mobilization Guide ensures a consistent approach across programs, so employees know what to expect when they are activated to support an outbreak or incident.

Special Instructions/Cancellations

1. This manual is being reissued.
2. This manual supersedes APHIS 1050 APHIS Mobilization Guide, dated 09/18/2018.
3. This manual is effective immediately.

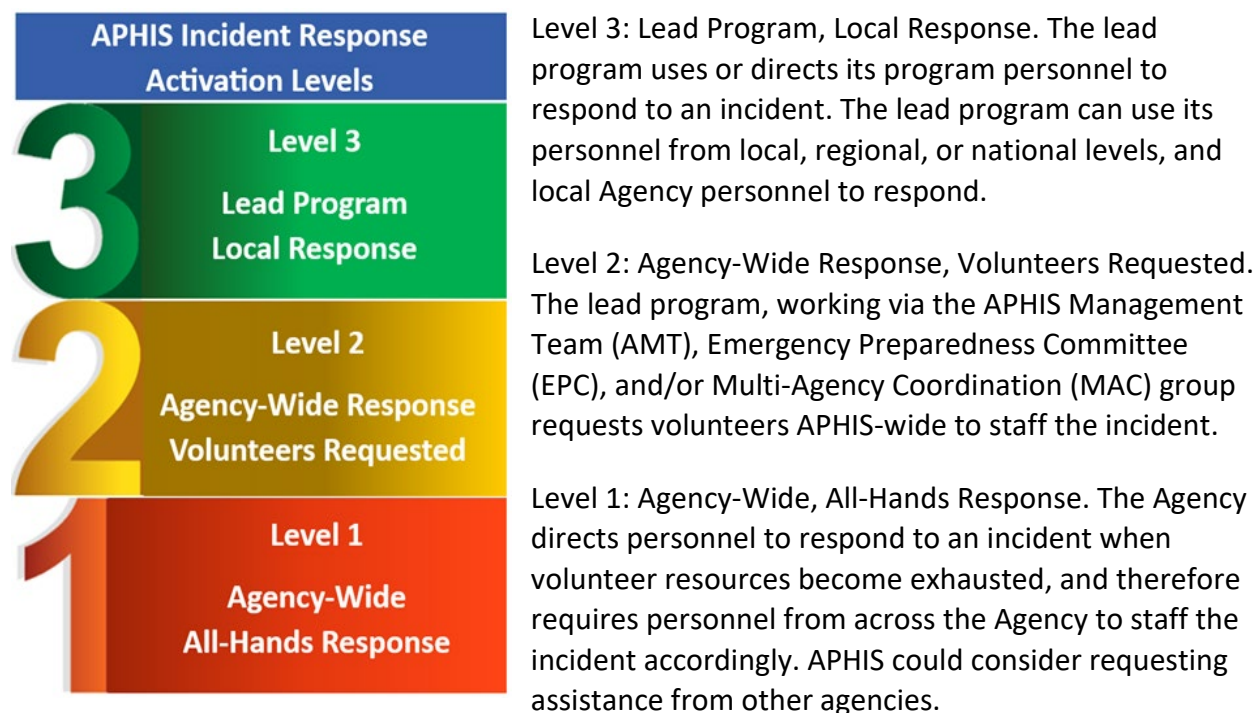
Concept of Operations

When there is a widespread or long-term disease outbreak, natural disaster, or all-hazards incident, it is critical the Agency responds with unified leadership from the outset to the end of the incident. This is particularly important when personnel from across APHIS may be required to respond. In the event of a major incident, APHIS may activate an incident management system in accordance with the [National Response Framework](#) (NRF), [National Disaster Recovery](#)

[Framework](#) (NDRF), applicable continuity authorities, and [NIMS](#) to coordinate efforts with county, state, and national representatives.

APHIS responds to a variety of emergencies, from animal or plant pest or disease outbreaks to all-hazards incidents. The scope and severity of an emergency determine the level of response and staffing resource requirements. While APHIS can usually provide a response using just the lead program's personnel, there are circumstances when the lead program needs a larger pool of personnel to respond to an incident. This may be because the response requires personnel with very specific skill sets, there are concurrent responses, or the program faces other challenges impacting their ability to adequately provide staffing resources.

There are three levels of emergency mobilization based on how the lead program fulfills staffing needs to respond to an incident. The levels are sequential and scalable, building up resources one layer at a time. Barring an extreme disaster situation, or at the designation of the Administrator, the response does not normally escalate levels.



Authorities and References

- a. [41 Code of Federal Regulations \(CFR\) Subsection F Part 301-70, Internal Policy and Procedure Requirements](#)
- b. [USDA Departmental Regulation \(DR\) 1800-001, Incident Preparedness, Response and Recovery](#)
- c. [USDA DR 2300-001, Government Travel Charge Card Regulation.](#)
- d. [USDA DR 3080-001, Records Management](#)
- e. [USDA DR 4080-811-002, Telework and Remote Work Programs](#)
- f. [USDA DR 5400-006, Use of Fleet charge Card and Alternative Payment Methods](#)
- g. [USDA Departmental Manual \(DM\) 1800-001, Chapter 3, Incident Preparedness, Response, and Recovery](#)
- h. [APHIS Directive 1810.2, APHIS National Incident Management System \(NIMS\) Training and Exercise Program \(NTEP\)](#)
- i. [Human Resources Desk Guide \(HRDG\) 4630, Section D, Subsection f, Absence and Leave, Emergency Program Assignments](#)
- j. [FEMA National Response Framework](#)
- k. [FEMA National Disaster Recovery Framework](#)
- l. [FEMA National Incident Management System \(NIMS\)](#)
- m. [USDA Incident Command System ICS 100 Training Module](#)

Scope

The APHIS Emergency Mobilization Guide identifies standard response procedures for APHIS and includes considerations for all response phases. The response phases include Activation, Mobilization, Deployment, Demobilization, Deactivation and Corrective Actions Program.

Response Phases

Activation: The initial Agency-level notification that an APHIS response is required. In this stage, the lead program staff and Deputy Administrator consider which response activities are needed and what resources may be required to effectively respond to the incident. Agency personnel are also notified that a response is required. See [Chapter 1](#) of this Guide for more information.

Mobilization: The act of identifying and gathering resources, including personnel, equipment, and assets required to support APHIS' response. See [Chapter 2](#) for more information.

Deployment: The processes and procedures used for the movement of personnel or equipment to a place or position of action. When the deployment is virtual and not physical, this phase begins when an employee's duties are altered to support the response. See [Chapter 3](#) for more information.

Demobilization: The action or process of releasing personnel or equipment from deployment service, typically at the end of an incident, and the return of deployed personnel, equipment, and assets to their permanent Official Duty Stations (ODS)/locations or status. See [Chapter 4](#) for more information.

Deactivation: The action or process of intentionally concluding incident operations. In this phase, Agency personnel have returned to their normal duties, and the response is determined to have concluded or transitioned to an operational program. During this phase, APHIS ensures that lessons learned during the response are captured and corrective actions are documented, tracked, and taken to improve future response efforts and enhance Agency capabilities. See [Chapter 5](#) for more information.

Corrective Actions Program: APHIS performs an additional qualitative assessment to identify potential corrective actions. Corrective actions are actionable steps intended to resolve capability gaps and shortcomings identified in APHIS responses or exercises. See [Chapter 6](#) for more information.

Housekeeping

The APHIS Mobilization Guide is written with links to websites and APHIS SharePoint sites. To ensure the links are up to date and functional, the APHIS Emergency and Regulatory Compliance Services (ERCS) Emergency Management, Safety, and Security Division (EMSSD) will review this document annually or when a new APHIS emergency response incident is initiated.

Chapter 1. Activation

1.1 Definitions

Incident: An occurrence or event, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, animal or plant health emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, eradicate pests and/or diseases, and meet basic human needs, including:

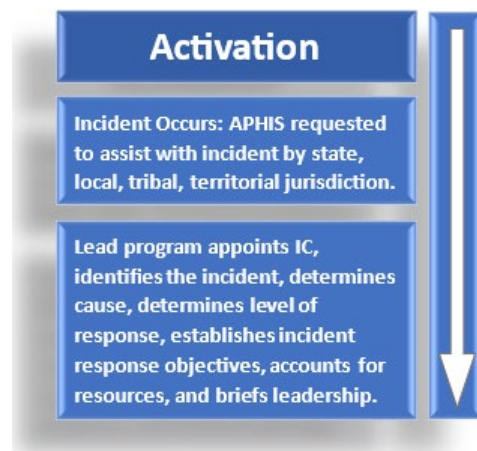
- The execution of Emergency Operation Plans and incident mitigation activities designed to limit loss of life, personal injury, property damage, and other unfavorable outcomes, and
- Conducting ongoing public health and agricultural surveillance and testing processes; performing immunizations, isolation, quarantine, or related activities to eradicate pests and/or diseases.

Lead Program: The APHIS program with subject matter expertise (SMEs) for the agricultural or natural resources being affected by the incident, is responsible for managing and coordinating APHIS responders for the incident. The lead program's response guides (e.g., Plant Protection and Quarantine's [PPQ's] Green book, Veterinary Services' [VS'] Red book, or the Code of Federal Regulations) direct internal communication and response coordination with stakeholders and APHIS resources and will be adhered to by all APHIS responders.

1.2 Initial Response

The initial incident response is handled at the local level (i.e., state, local, tribal, or territorial [SLTT] jurisdictions). The SLTT or another federal agency notifies the appropriate APHIS program of the incident, which includes a request for assistance. Upon notification, the lead APHIS program will:

- Identify an APHIS Incident Commander (IC) or APHIS program lead for the local response to communicate, organize, and manage APHIS resources. Both will be referred to as “IC”;
- In coordination with the SLTT, conduct assessments, surveillance, testing, and diagnostics to determine event causation;
- Identify the incident or APHIS Office of the Administrator (OA) declares an incident;
- Determine the appropriate level of response required and whether the response can be completed safely as described by the lead program’s response guide (e.g., Green book, Red book, or the Code of Federal Regulations);
- Establish the incident's Incident Action Plan (IAP)/[ICS 202 Incident Objectives](#), or program equivalent, including identifying the incident's scope and scale;
- Account for which APHIS, state, and locally trained and prepared personnel are available to respond to the incident;
- Brief their program leadership in writing, [ICS 201 Incident Briefing](#) or program equivalent, through the programs’ communications protocols; and
- In coordination with the SLTT, determine if/when response requirements exceed the available local level resources requiring APHIS support.

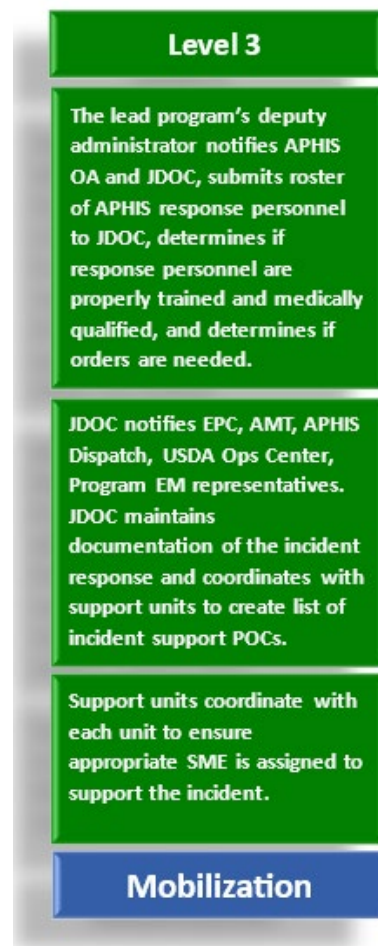


Records Management: From the identification of the incident, the lead program’s [Records Liaison](#), with support from EMSSD and the [APHIS Records Management Program](#) staff, will coordinate to ensure all applicable records are included in the official records file plan(s) ([MRP 401](#) and [MRP 401A](#)) required and maintained in accordance with the Federal Records Act.

Notifications and Communication: Notification of an incident requiring response occurs as follows:

Level 3: Local Incident Response for Animal/Plant Disease/Pest outbreak, Natural Disaster, and All-Hazards incident.

- a. The Deputy Administrator (DA), or delegate, of the lead program notifies:
 - OA, and
 - The APHIS Dr. Jere L. Dick Operations Center (JDOC) of the incident.
- b. The lead program will:
 - Complete and submit a roster of all APHIS personnel responding for the incident to the JDOC and, if applicable, the agency requesting assistance ([ICS 203 Organization Assignment List](#)) or program equivalent,
 - Confirm all personnel responding are trained for the position being filled and prepared to respond appropriately, including valid and current medical clearances and respirator fit testing, if needed. APHIS Dispatch and the JDOC can assist with qualification status of personnel,
 - Determine if APHIS Dispatch orders are needed for local incident responders and communicate the need for orders to the JDOC. The incident will need to be initiated, or if established, the operational program will need to request APHIS Dispatch orders.
 - The JDOC may be reached by email at JDOC@usda.gov or by telephone at 301-436-3110.
 - APHIS Dispatch can be reached at APHIS.Dispatch@usda.gov or by telephone at 301-436-3110.



c. The JDOC will:

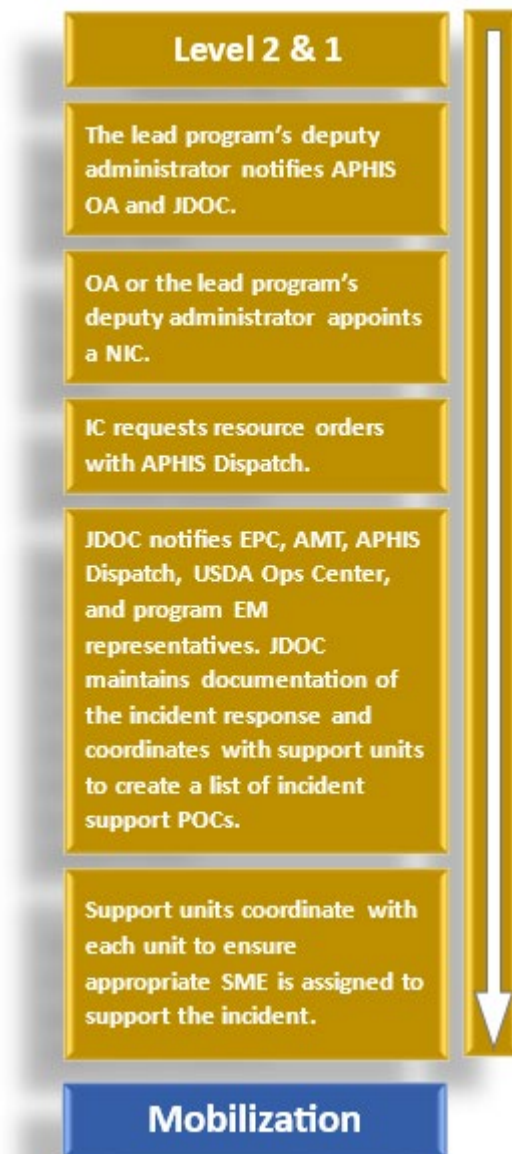
- Notify the following:
 - The APHIS EPC,
 - The AMT,
 - APHIS Dispatch,
 - The USDA Operations Center consistent with the requirements of [USDA DM 1800-001, Chapter 3](#), and
 - The APHIS programs Emergency Management Points of Contact (POCs) for situational awareness and to allow programs to prepare for an Agency wide response if needed.
- Perform the following duties:
 - Initiate and document the incident as determined by the EPC or OA.
 - Coordinate with the EPC members and relevant support staff POCs for each incident.
 - Ensure [ICS 205A Communications List](#) is up to date

d. The support unit POCs will coordinate to ensure the correct SMEs are involved with all requests and will notify the JDOC if there is a change in POC personnel. The JDOC will update the POC roster as needed.

When an incident requires APHIS personnel and resources outside the lead program's field resources and all local APHIS programs' jurisdictions, the incident will be elevated to a level 2 or 1 "Agency Wide" response depending on the needs for the incident.

Level 2 & 1: Agency Wide Volunteer and Resource Incident Response for Animal/Plant Disease/Pest outbreak, Natural Disaster, and All-Hazards incident.

- a. The DA, or delegate, of the lead program notifies:
- b. OA of the need for more APHIS resources, and
 - The APHIS JDOC of the incident and the need for resources:
 - The JDOC may be reached by email at JDOC@usda.gov or by telephone at 301-436-3110.
- c. OA or the lead program's DA (or their representative) will identify a National Incident Coordinator (NIC) if one has not already been identified.
- c. The lead program IC or designee will, once the incident is established, request Resource Orders directly with APHIS Dispatch at APHIS.Dispatch@usda.gov with a [Resource Request Workbook](#) (RRW) or program equivalent.
- d. The JDOC will:
 - Notify the following:
 - The EPC,
 - The AMT,
 - APHIS Dispatch of the incident and possible request for resources,
 - The USDA Operations Center consistent with the requirements of [USDA DM 1800-001, Chapter 3](#),
 - APHIS programs Emergency Management POCs of the elevated response, and
 - Acquisition and asset management subject matter experts when initiating APHIS Dispatch to a new incident.
 - Initiate, establish, and document the incident;
 - Coordinate with the EPC members and relevant support units' POC for each incident.



- Develop a list of support staff POCs and administrative, communications, and emergency response services provided for the incident to support requests and supply guidance for each incident. ([ICS 205A Communications List](#)).
- e. The support staff POCs will coordinate to ensure the correct SMEs are involved with all requests and will notify the JDOC if there is a change in POC personnel. The JDOC will update the POC roster as needed.

1.3 Establish Command and Coordination Structure

Incident Command System (ICS): When responding to incidents, APHIS follows [NIMS](#) guidance, using ICS for command and coordination.

- Incident response starts locally, with APHIS establishing an Incident Command Structure led by one IC or APHIS program lead, often in coordination with other agencies. The Unified Command (UC) structure may be used for joint management, where agencies maintain individual authority but work towards common objectives.
- Incidents may have successive ICs and will transfer command from the outgoing IC to the incoming IC.
- Incident Management Teams (IMTs) consist of trained personnel and are deployed upon request within 24 to 48 hours to support responses.
- APHIS emphasizes training and tiered activation levels (Levels 1-3) to adjust response operations accordingly based on incident complexity.
- APHIS programs determine what initiates or triggers the activation of their IMTs.
- For larger, more complex responses or for responses requiring multiple Incident Command Posts, an Area Command (AC) can be established. When established, the AC will coordinate the allocation of resources in support of the incident and the IC or UC.

APHIS ensures that IMT members and responders are trained and prepared for each specific position, including NIMS and APHIS specific training and coursework. Preparing APHIS employees for emergency response is key to any incident. EMSSD oversees the coordination and delivery of the training and exercise program to the IMTs, and on an available basis for other employees through the EMSSD NIMS Training and Exercise Program (NTEP). APHIS program-specific coursework is available through POCs in each program. Information on NIMS training offered through APHIS can be requested through NIMS.training@usda.gov.

APHIS Multi-Agency Coordination Group (MAC): Depending on incident complexity, the lead program DA or the ERCS DA (who chairs the APHIS EPC) can approach APHIS OA to recommend the APHIS MAC Group be activated to support the response. The APHIS MAC, a senior leadership group, supports operational activities during emergencies, serving as a coordinating body for resources and policy guidance. When the APHIS MAC is established, their objective is

to provide policy guidance and scarce resource allocation to ensure the safe, efficient, effective, and, ultimately, successful execution of the emergency response by:

- Providing trained and prepared personnel, resources, and logistical support in an expedited manner, and
- Implementing new, or conveying established, policies and guidance to achieve the established goals and priorities.

APHIS OA will advise the AMT and EPC in writing when the APHIS MAC is to be established. EMSSD will maintain all APHIS MAC records with the APHIS Records Management Program staff and will ensure the records are included in an official records file plan ([MRP 401](#) and [MRP 401A](#)).

APHIS Emergency Preparedness Committee (EPC): The EPC oversees day-to-day emergency preparedness activities for APHIS and appoints representatives from the Agency's programs and support units to the APHIS MAC Group when the APHIS MAC is activated.

1.4 Identify Resource Needs

ICs, working with the Command and General Staff or the APHIS program lead for local responses, identify the resource needs for the upcoming operation period planning cycles. The ICs/APHIS program lead will provide resource requests to the NIC, who identifies possible sources for filling the requests. The ICs may require APHIS personnel with specific skill sets and may request those personnel through each APHIS program's Emergency Management (POCs).

The NIC submits the initial Resource Requests to the APHIS JDOC, who works with APHIS Dispatch and the Emergency Management POCs to identify the requested resources. Considerations include position descriptions, qualifications, length of deployments, and the experience level required for the position. After the initial request for agency resources and the incident or program is created, all future resource requests will be sent directly to APHIS Dispatch at APHIS.Dispatch@usda.gov or by telephone at 301-436-3110.

The lead program will coordinate with the APHIS JDOC and APHIS Dispatch to ensure that positions are filled by adequately trained and prepared personnel, the position requirements match the position description, and a roster of trained and prepared personnel are identified for as many predictable deployment cycles as possible.

Emergency Responder Position Catalog: The Emergency Responder Position Catalog is used to facilitate the process of requesting resources and filling emergency response positions. The catalog was developed as a companion document to the APHIS Mobilization Guide and defines the qualification and training requirements for positions responding to agricultural health and all-hazards emergency responses. Defining positions in a standard catalog facilitates requesting resources and filling emergency response positions with trained, prepared, and qualified

responders in accordance with the needs of the agricultural response, [NRE](#), and [NIMS](#) requirements.

Volunteer Emergency Ready Response Corps (VERRC): APHIS established an emergency response program, the VERRC, for personnel wanting to respond APHIS-wide to incidents. This program was developed to have trained and ready personnel that can respond to any APHIS managed incident. APHIS personnel that would like more information for the VERRC can find the information on the [APHIS VERRC](#) website. If employees want to join the VERRC and be considered for current and future emergency response assignments, please visit the [Preparing for Deployment site](#) on the OneUSDA Intranet to learn more.

Staffing: Volunteers are APHIS' first line of available resources. Employees from the lead program, members of the VERRC, and volunteers from other APHIS field programs and support staffs are the preferred choice to support an incident or emergency. Additionally, APHIS may use term and temporary hires, and volunteers from other USDA agencies or federal entities.

APHIS facilitates the deployment of personnel to a response and continually tracks information, including employees' availability statuses, through internal dispatch and program communication systems and processes.

1.5 Qualifications and Requirements

Verifying Employee Qualifications Resource Request: APHIS programs, in coordination with APHIS Dispatch using APHIS information systems (e.g., [APHIS Response Information System \[ARIS\]](#), EMRS, etc.), work with program personnel to ensure that all information within the APHIS information management systems is accurate and current. The lead program and APHIS Dispatch will work with programs to match position requirements with employee qualifications.

Match Job Series with Resource Request/Pay Grades: In addition to established position descriptions, programs may supply the lead program, APHIS JDOC, and APHIS Dispatch with occupational series that fit the criteria for incident position descriptions. This information is included in APHIS information systems (e.g., [ARIS](#), EMRS) under each employee's profile and may be used as sorting criteria for emergency responses. Personnel's emergency response training, preparation, past response position experience, and availability are considered when filling response position requests. Grade level based on duties for that position may also be considered.

1.6 Resource Priorities

When competition for resources occurs, such as when the Agency responds to a widespread outbreak or multiple incidents simultaneously, the APHIS MAC Group or Senior Leader Mobilization Coordinator (see Mobilization Chapter [section 2.3](#)) establishes national priorities and develops resource deployment plans in concert with the NICs of each response.

When competition for resources occurs within an APHIS program, the program follows the guidance of NIMS and internal program policies. When APHIS resources are required from other Agency program areas, the NIC works with other APHIS programs in the MAC Group or the Senior Leader Mobilization Coordinator to establish national priorities and develop resource deployment plans.

When setting national and regional priorities and developing resource deployment plans, APHIS considers several criteria:

- Maintaining all APHIS mission-critical work,
- Maintaining the ability to respond to additional potential incidents involving agricultural bioterrorism, invasive species, diseases of wildlife and livestock, support to APHIS-regulated facilities, and conflicts between humans and wildlife,
- Maintaining support for APHIS' coordination of Emergency Support Function (ESF) #11 response to assist the Federal Emergency Management Agency (FEMA) and SLTTs impacted by a disaster or national incident, and
- Limiting costs without compromising safety.

Deployment plans specify the priority for dispatching resources to respond to an incident based on these criteria and the scope and severity of the incident, as determined by the APHIS AMT through consultation with affected program and support staff.

1.7 APHIS Support Services

During an emergency, the lead program coordinates with support service SMEs or through the APHIS MAC to obtain guidance and direction related to funding for salaries and response activities, human resources, cooperative agreements, travel, acquisition and asset management, property management, information technology, communications, security, and safety and health. .

Funding for Salaries: The funding source is not to be used as a criterion when deciding who is available to participate in emergency response. Appropriated funds can be used for base salaries for all responders. APHIS may need to estimate the salary costs of responders who are paid from funding sources other than appropriated funds and include this if requesting emergency funding when appropriated funding sources are unavailable.

All APHIS responders charge their base salaries to appropriated funds within their program. If employees who perform work on user fees, reimbursable, or trust fund programs deploy, they charge their base salaries to appropriated funds within their program. (If that presents serious financial difficulty for the Unit, the DA consults with the APHIS Budget Officer and the Administrator's Office to discuss and agree on a workable solution.) Employees filling in behind responders charge their salaries to the respective user fee, reimbursable or trust fund account, and are not considered as deployed for the incident.

There may be consideration for deploying personnel from other federal agencies to assist with APHIS led emergency responses. ERCS will coordinate efforts to establish Interagency Agreements to support a transfer of funds to cover personnel, travel, and overtime costs for responders from the respective agency.

ESF #11 responses are under mission assignment from FEMA. FEMA reimburses overtime and travel but does not typically reimburse base salary costs. Reimbursement of base salary can be negotiated as part of the mission assignment for employees paid by non-appropriated funds.

Funding for Response: Initial response activities are often funded by the Congressional appropriations that APHIS receives for animal and plant health surveillance and monitoring activities. When it becomes apparent that the scope of an outbreak exceeds available funding, lead program personnel work with their program's Resource Management Staff (RMS) to request additional funding. The program consults with the APHIS Budget Officer and OA to determine if there are funding sources available, including carryover balances from previous animal disease or plant pest responses. When those sources are exhausted, the Agency can seek emergency funding, which is usually transferred from the [Commodity Credit Corporation \(CCC\)](#).

For any questions regarding the funding of salaries or funding of a response during an emergency response incident, please contact the APHIS Budget Officer. If you are in need of contact information, , please email the JDOC at JDOC@usda.gov or call 301-436-3110 and ask for the Budget Officer POC.

Human Resources: The lead program coordinates with the [appropriate human resources SMEs](#) for guidance and direction on human resource issues.

- Time, Attendance, Tours of Duty, and Pay: The lead program works with the appropriate human resources SMEs to develop guidance on the appropriate tours of duty for the response, time and attendance, and premium pay.
- Recruiting and Appointment Types/Hiring options or Hiring Authorities: For some responses, it is necessary to augment existing resources with additional personnel. There are various methods available to appoint individuals into the Federal Service through competitive and excepted service hiring authorities. All hiring options will follow current policies and may be expedited to assist with the incident. If the need exists to hire additional personnel to support response efforts, then the lead program will coordinate with the appropriate human resources SMEs to explore internal and external hiring options as well as recruitment strategies and appointment types that best meet the program's needs.

Cooperative Agreements & Travel: The lead program coordinates with the appropriate [financial management SMEs](#) for guidance and direction on cooperative agreement and travel issues.

- Under a [cooperative agreement](#), the federal government provides funding, or an item of value authorized by public statute, and plays a substantial role in the outcome of an activity.
- To achieve its mission, APHIS routinely cooperates with state and local governments on surveillance and monitoring activities. Many agreements are already in place, and the framework exists to increase cooperative work in the event of a plant pest or animal disease outbreak. Depending on the outbreak, APHIS may need to enter into cooperative agreements with other entities (including non-federal organizations) to assist in the response.
- Each program has agreement specialists who can make an initial determination about whether a cooperative agreement is needed or is the proper vehicle to accomplish the work.

Travel: During any emergency response, the goal is to give responders as much advanced notice as possible to make arrangements to travel. All APHIS responders will need to have an active APHIS travel card.

- In the early stages of an incident, the Federal Agency Travel Administrator (FATA) for the lead program may not be fully engaged. Early on in incident response, employees should contact their unit's FATA. The employee will need to tell their FATA of the emergency incident and any related information (e.g. request to deploy, destination, hotel, etc.) provided for the incident.
- If the request is after hours and the program FATA is not responding, the employee can contact the [Travel Services Center](#) website or contact BCD Travel to make reservations at 1-800-877-6120 (within the U.S.).

Contracting, Property Management: All APHIS programs that need to contract for property management goods or services during an emergency response will coordinate with [acquisition and asset management SMEs](#) for items such as:

- Procurement Contracts
- Cost/Price Estimate and Quantities
- Item Description (Statement of Work [SOW]/Performance Work Statement or Product Specifications):
 - A performance work statement,

- Measurable performance standards (i.e., in terms of quality, timeliness, quantity, etc.)
- Performance incentives where appropriate
- Required Justification(s) (i.e., Other Than Full and Open Competition/Sole Source, Single Source, or Brand Name)

Prior to and during a response, Contracting Officer and Contracting Officer Representative (COR) requirements should be considered and defined for the response. Standard contract language to support fiscal law should be considered for use during response activities.

All contracts will include required records management language in accordance with [USDA DR 3080-001, Records Management](#). This contract language ensures the laws, regulations, and policies that apply to records and information used and maintained by APHIS also apply to contractors or others working on behalf of APHIS.

Property Management:

- **Facilities/Lease:** [Realty SMEs](#) have the delegated authority to lease real property in urban and rural areas. During response activities, APHIS personnel, when possible, use USDA owned and leased space. If such space is not available, APHIS seeks other federally owned or leased space, prior to considering alternative solutions. During an emergency, space may be leased without competition.
 - Realty SMEs are the only authorized contact with the lessor for negotiations of all space aspects from rent to alterations, preparation of lease documents, etc. Program officials are not warranted contract officials and should not negotiate directly with the lessor or broker.
- **Incident Vehicle Operations:** Personnel actively engaged in all-hazard response activities will adhere to the following standards while operating a vehicle on incident, including driving while assigned to and from a specific incident or event (includes travel to a rest location). In the absence of more restrictive agency policy, these guidelines will be followed during mobilization and demobilization as well. -
 - Agency resources deployed to an incident will adhere to the current agency work/rest policy for determining length of duty day.
 - No vehicle operator will drive more than 10 hours within any duty day.
 - Multiple drivers in a single vehicle may drive up to the duty day limitation provided no driver exceeds the individual driving (behind the wheel) time limitation of 10 hours.
 - A driver will drive only if they have had at least 8 consecutive hours off duty before beginning a workday shift.

- Defensive Driving Training: [MRP 5400 Motor Vehicle Manual](#) requires that all USDA drivers certify every three years that they have a valid driver's license for the type of vehicle driven and have read and understand the policy in [USDA DR 5400-006, Use of Fleet Charge Cards and Alternative Payment Methods](#).
- Vehicle Options: [41 CFR Subtitle F Part 301-70](#) (Federal Travel Regulations System) provides the guidance needed to determine the type(s) of vehicle utilized for any deployment. The regulation requires that the most advantageous method of transportation be authorized for travel to, from, and during a deployed period. When driving is deemed to be the most advantageous method of transportation available, then the traveler's options, by order of precedence, are listed below:
 - Government Owned Vehicle (GOV). GOV travel is presumed to be the most advantageous method of transportation.
 - Rental Vehicle. If a GOV is not available, but it has been determined that travel must be performed by automobile, a rental vehicle will be authorized.
Note: Additional directives apply to the use of rental vehicles. Check with your assigned travel specialist prior to entering into any rental agreements for official business.
 - Privately Owned Vehicle (POV). POVs are deemed to be an acceptable method of transportation only after other options have been exhausted.
- All travel must be completed by the most expeditious means of transportation practicable and commensurate with the nature and purpose of your duties. In addition, APHIS must consider energy conservation, total cost to the Government (including costs of per diem, overtime, lost work time, and actual transportation costs), total distance traveled, number of points visited, and number of travelers.
- Paying for fuel and repairs: Fleet Charge Card and Alternative Payment Methods, and Agriculture Property Management Regulations apply for motor vehicle use. IC/Lead APHIS personnel - please consult with fleet SMEs for specific questions.

Information Technology: All APHIS programs will coordinate [with information technology \(IT\) SMEs](#) IT in order to adhere to standard operating procedures that outline how to acquire support (e.g., Incident Command Post [ICP] IT support, network assistance, etc.) and equipment (e.g., cell phones, computers, printers, etc.).

- Each incident will require unique coordination across the different IT partners, determined by need, customer, location, and service. This will be coordinated through the IT Emergency Management Officer or designee.
- Some services have Memorandums of Understanding in place with various IT partners. For example, the IT Emergency Management Officer can request onsite deployment of IT technicians (e.g., Client Experience Center [CEC] technicians), expedited USDA

network installation and support, and a premium Tier 2 remote service desk support. These premium services have various chargeback models based on the need. Each incident will require a tailored approach to IT Service Delivery through the IT Emergency Management Officer.

For any questions regarding business services support during an emergency response incident, please refer to the contact lists linked in this document. If you are in need of contact information, please email the JDOC at JDOC@usda.gov or call 301-436-3110.

Media and Congressional Communications: Accurate, consistent, and timely communication to the public, stakeholders, media, and Congress is vital to our effectiveness as an Agency in an emergency response situation. To ensure consistent messaging, it is imperative that the IC and all response personnel use the following guidance when contacted by the media, Congress, or someone interested in obtaining Agency records:

- All media calls, Congressional calls, meeting requests, and written inquiries must be sent to the Agency's communications and Congressional liaisons who will work directly with USDA's Office of Communications (OC) or Office of Congressional Relations (OCR) to facilitate clearance of responses.
- Public Information Officers (PIO) will be deployed onsite on a case-by-case basis and are expected to work in close coordination with the Agency's designated communications liaison to facilitate Departmental clearance prior to providing any information to local media.
- In some cases, the emergency response will necessitate the establishment of a Joint Information Center (JIC) where public information staff from multiple agencies will organize, integrate, and coordinate information to ensure consistent messaging. APHIS in coordination with OC will invite state, local, and industry communications to participate.

Situation Reporting: Standardized reporting that follows a regular cadence and provides the current status of any emergency response helps keep agency leadership, emergency managers, and others apprised of events.

- Reports, including situation updates and information requirements, are submitted to the APHIS JDOC by email at JDOC@usda.gov or by telephone at 301-436-3110 by the lead program. The JDOC will report situation and response updates to all APHIS program leadership and program EM units on established intervals or as requested.
- APHIS provides situation reports for significant animal, plant health emergencies, and all hazards to the USDA Operations Center and APHIS programs. The Agency follows the

APHIS JDOC SOP for Situation Reporting to fulfill reporting requirements to the Department.

Freedom of Information Act (FOIA): Requests for Agency records that are subject to review and analysis under the FOIA must be sent to an Agency or Departmental FOIA SME who will process the records and determine what is releasable. The SME will redact, or black out, any information protected from disclosure by one of the FOIA's nine exemptions. This includes Agency records not available on APHIS' website or published, bound, or in brochure format for public dissemination.

For any questions regarding Information Management during an emergency response incident, please contact the appropriate SME or email aphispress@usda.gov to manage media inquiries. If you are in need of contact information, please email the JDOC at JDOC@usda.gov or call 301-436-3110.

Security: APHIS has a team of experienced security specialists, many of whom are former military and law enforcement officers available to provide on-site and virtual services to support the safety of deployed personnel. Services include:

- **Training:** The following security training for deploying APHIS personnel and contractors can be provided as needed:
 - Situational awareness training for field personnel,
 - Operations security for field and office personnel, and
 - Training and briefings specific to the area of deployment (drug activity, local gangs/criminal groups, or other security concerns about/near the work site or lodging, etc.)
- **External Threats Assistance:** Report all incidents of threats, intimidation, and verbal abuse by non-government and non-contractor personnel to the [designated EMSSD Security Specialist](#), and file a [First Report](#). In coordination with or through assistance from local law enforcement agencies, EMSSD security personnel investigate, assess, and mitigate external threats to APHIS personnel and contractors.
- **Workplace Violence Support:** Report all incidents of workplace violence (threats, intimidation, harassment, bullying by an employee or contractor) to wpv@usda.gov or call 866-234-3174. Allegations of workplace violence committed by contractors should also be reported to the contracting officer in coordination with the Workplace Violence Coordinator.

Coordination with Law Enforcement Agencies (Upon Deployment):

- When needed, Agency security specialists liaise with Federal and SLTT law enforcement agencies in the operation area, and may
 - Negotiate agreements with SLTT agencies to provide off-duty officers for security support.

- Initiate intelligence-sharing activities with law enforcement agencies.
- Coordinate security briefings with law enforcement agencies.
- Coordinate external threat and workplace violence investigations with SLTT agencies.
- **Security Briefings for Incident Command Staff:** EMSSD security personnel provide regular briefings to Incident Command staff about security incidents, issues, corrective/mitigating actions, and outstanding/ongoing concerns, as well as give recommendations regarding personnel and site security.
- **Management of Private Security Guards:** When necessary, EMSSD security personnel manage requests for, and deployment of, private security guards and obtain the necessary consent to deploy guards on private property. These personnel also manage security guard contracts and monitor the performance of security guard companies and individual guards supporting deployment activities.

For any questions regarding security services during an emergency response incident, please contact the [designated APHIS Security Specialist](#) . If you are in need of contact information, please email the JDOC at JDOC@usda.gov or call 301-436-3110.

Human Health:

- **Health Monitoring:** Medical monitoring may be required when there is a significant chance of transmission of an infection during or after deployment. The Agency's safety and occupational health specialists work with the lead Program, the Veterinary Services (VS) One Health Program Office, the Centers for Disease Control and Prevention, and state and local public health to identify appropriate measures for health monitoring.
 - Based on the zoonotic agent and risk to human health, personnel monitor their health status in accordance with identified requirements or recommendations. Personnel coordinate with the Safety Officer at the incident for specific guidance and questions. Demobilized responders returning from highly pathogenic avian influenza deployments are monitored by state and local public health for development of any influenza-like illness.
- **Other (non-zoonotic but infectious):** If personnel develop symptoms of other non-zoonotic but infectious disease during deployment, they should seek medical attention as appropriate. They must notify their site-supervisor or the IC and notify the safety officer of their illness and fulfill the requirement of the [APHIS First Report](#). Any restrictions imposed by the healthcare provider are conveyed to the site-supervisor. The responder follows the directions of the healthcare provider.
- **Mental Health:** It is understood that effectively addressing the stressors of responders and other types of workers is not only important as an occupational health concern, but it is critical to team function and cohesion, as well as productivity, and may help reduce more long-term and serious behavioral health consequences. Employees are encouraged to reach out to the Employee Assistance Program, as needed at 800-222-0364.

Safety and Health:

- **Safety and Health Plan:** APHIS develops an incident-specific safety and health plan for each incident that includes job hazard assessments, medical monitoring, the use of personal protective equipment, and other safety equipment or protocols as needed. The NIC and EMSSD coordinate to develop and implement the plan.
- **EMSSD's Safety and Health Branch (SHB)** coordinates the training and assignment of Safety Officers and Safety Coordinators supporting an incident response at the Agency level. The SHB Chief and APHIS.Dispatch@usda.gov will verify eligibility and credentials of Safety Officers and Safety Coordinators when they are requested to ensure, prior to

deployment, that all training and certifications are accurate. The process for requesting safety personnel is as follows:

- The NIC/IC/Lead APHIS personnel will contact the SHB Chief when they are notified of a newly initiated response to discuss the safety and health needs for the response with the Incident Command. A fully trained Safety Officer is necessary for the response activities:
 - If operations involve duties that are not considered part of the responder's everyday job,
 - If the operations are taking place in an unfamiliar environment to the responder, or
 - If life safety conditions exist.
- **APHIS Medical Surveillance and Monitoring Program (MSMP):** MSMP is focused on employee health and safety and preventing on-the-job illnesses and injuries.
 - To deploy, employees may need to meet certain medical surveillance and monitoring requirements depending on the occupational hazards they may encounter or the requirements of the position they will be filling.
 - The associated hazards of the response may require the use of respirators. Following successful completion of Federal Occupational Health medical appointments, personnel approved to wear respirators would then require Fit Testing by Agency approved Fit Testers.
 - Additional information is available on the [MSMP and Respiratory Protection Program Intranet page](#).
- **Defensive Driving:** Responders to an incident may be required to drive a GOV or government rental car during the deployment. [MRP 5400 Motor Vehicle Manual](#) requires that all APHIS drivers certify every three years through the National Safety Council (NSC) defensive driving course. Employees must possess a valid driver's license for the type of vehicle driven and have read and understand the policy in [USDA DR 5400-006, Use of Fleet Charge Cards and Alternative Payment Methods](#).

For any questions regarding the Safety and Health plan, Safety Officer services, and Medical Monitoring during an emergency response incident, please contact the [APHIS Safety and Health team](#). If you are in need of contact information, please email the JDOC at JDOC@usda.gov or call 301-436-3110.

Chapter 2. Mobilization

2.1 Definitions

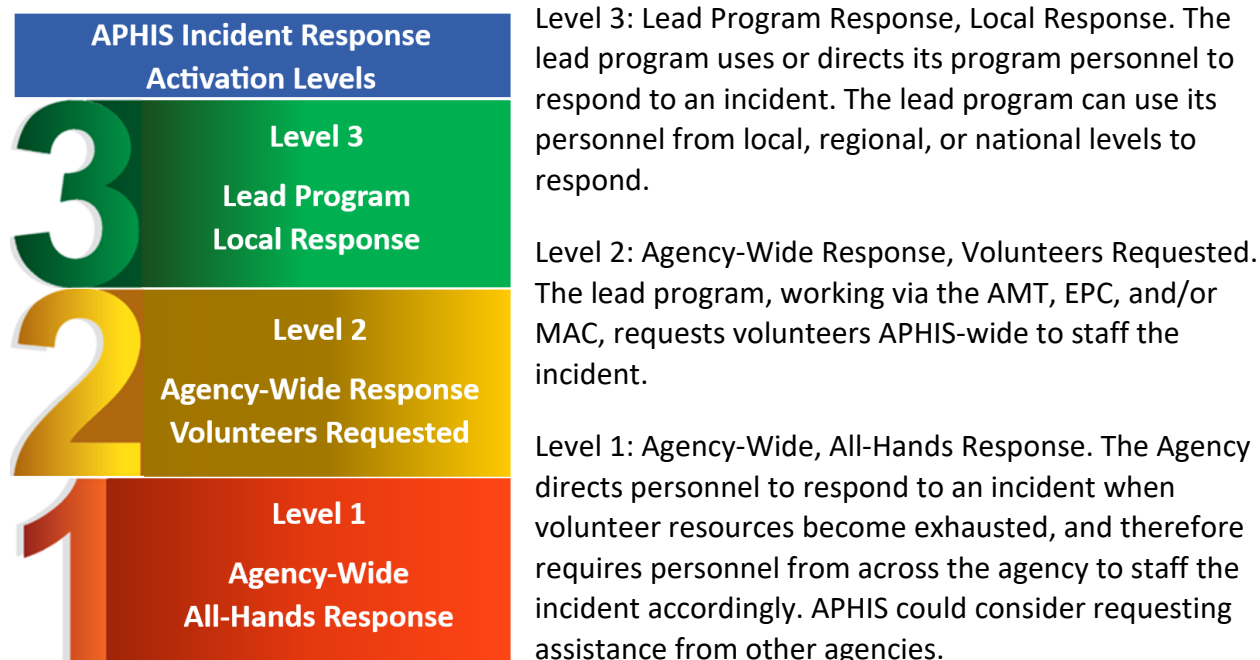
Mobilization: The process and procedures used by all organizations – federal, state, tribal, and local – for activating, assembling, and transporting all resources, including personnel, that have been requested to respond to or support an incident.

Mobilizations support routine operations or emergency response activities and are authorized by APHIS program leadership. Mobilization for routine operations does not always require Agency-level support (JDOC coordination, APHIS Dispatch). These resources can be tracked and supported by APHIS program offices.

2.2 Mobilization

The concept of operations for response includes several levels of emergency mobilization based on how the lead program fulfills staffing resource needs to an incident. The levels are sequential and scalable, building up resources one layer at a time. Barring an extreme disaster, or at the Administrator’s designation, the response can start at any level.

The lead program and other APHIS programs can use mandatory deployments from all units within their programs, depending on the needs of the response, expertise of its employees, knowledge of the response at hand, and required certifications for all available positions requested at any level of the response.



2.3 Process for Personnel Resource Requests

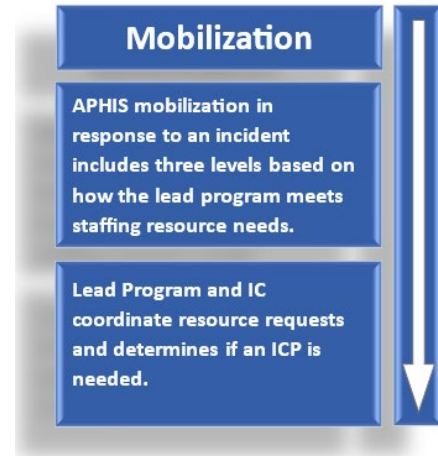
Personnel qualification records are managed by APHIS information management systems (e.g., [ARIS](#), [EMRS](#), etc.). The information management system of record will track training, previous and current incident experience, and certifications for APHIS employees. This system tracks the status of resources to and from an incident. Personnel resources mobilized for an incident receive deployment orders using the APHIS system of record.

The lead program coordinates at all levels of the APHIS incident response:

- At the National or underlying levels, depending on state requests and the scope of the incident.
- With state and federal program managers at field locations to establish APHIS ICPs if needed.
- And will fill incident needs from local sources when possible. Local human resources include local temporary hires, state personnel, and local APHIS employees.

When incident needs cannot be met locally from all APHIS program resources, the APHIS lead program will:

- Request additional resources initially with the JDOC at JDOC@usda.gov or by phone at 301-436-3110.
- Activate the JDOC upon the initial request with APHIS Dispatch to begin helping the mobilization of APHIS resources and personnel.
- Work directly with APHIS.Dispatch@usda.gov for all APHIS levels of response (described below) for personnel requests once the incident is established.



2.4 Voluntary Mobilization Local Response (Level 3)

Lead Program Response:

- Deploys employees using voluntary deployments at the local, regional, or national level.
- Uses the VERRC to request personnel with field or specialized skill sets (e.g., COR Level 1 and 2 administrative support). (Contact the JDOC at 301-436-3110.)
- Requests personnel with specialized skill sets from other local APHIS programs.
- Requests EMSSD's activation of the JDOC to provide assistance to the lead program and to establish a MAC group.

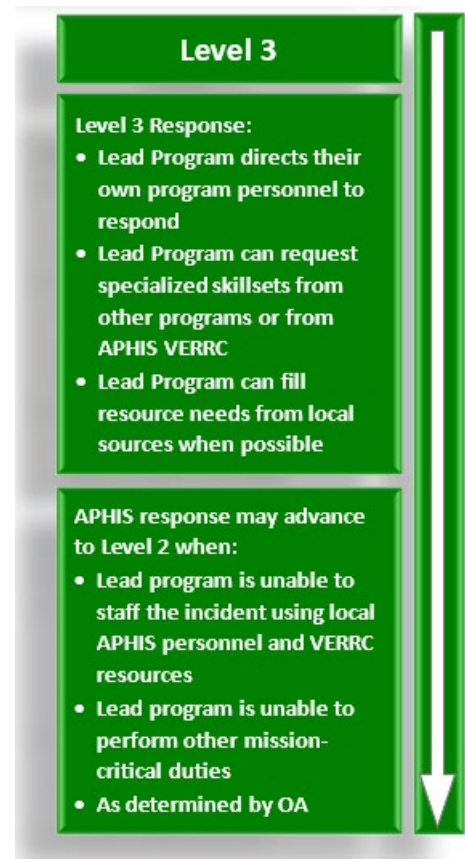
The response may advance to Level 2 (Agency-wide volunteer response) when the:

- Lead program is, or anticipates being, unable to staff the emergency using local duty area APHIS personnel and the VERRC for resources,
- Lead program is unable to perform other mission-critical duties, or
- Administrator determines that the response should move to Level 2.

When a program's response assessment determines additional resources outside the local duty area are required, the lead program will (see [Chapter 1](#), Activation):

- Contact their program leadership and the JDOC to begin the resource request process for mobilizing APHIS volunteer personnel.
- Communicate with APHIS OA on the need to escalate to an all-APHIS volunteer response (see [Chapter 1](#), Activation, Notifications section).

Upon initial contact, the IC or APHIS program lead for the local response provides the APHIS JDOC with a list of all employees who have worked on the incident to ensure a complete accounting of resources and to verify the establishment of an APHIS volunteer incident. The IC/APHIS program lead and NIC coordinate with APHIS Dispatch to develop a complete list of all employees working throughout the incident to ensure an account of all responders for certification (training, medical clearances, etc.) and tracking purposes.



2.5 Agency-Wide Response, Volunteers Requested (Level 2)

a. The IC or lead program designee:

- Notifies the JDOC with the [RRW](#) and [Initial Deployment Checklist](#) to include a roster of local personnel who have responded to the incident at JDOC@usda.gov.
- Requests positions or identified personnel through the APHIS information management systems ([ARIS](#), [EMRS](#), etc.) that need immediate mobilization to assist with the initial agency response or can request positions by filling out an RRW.
- Works with APHIS programs to request personnel with specific skills.

b. The JDOC:

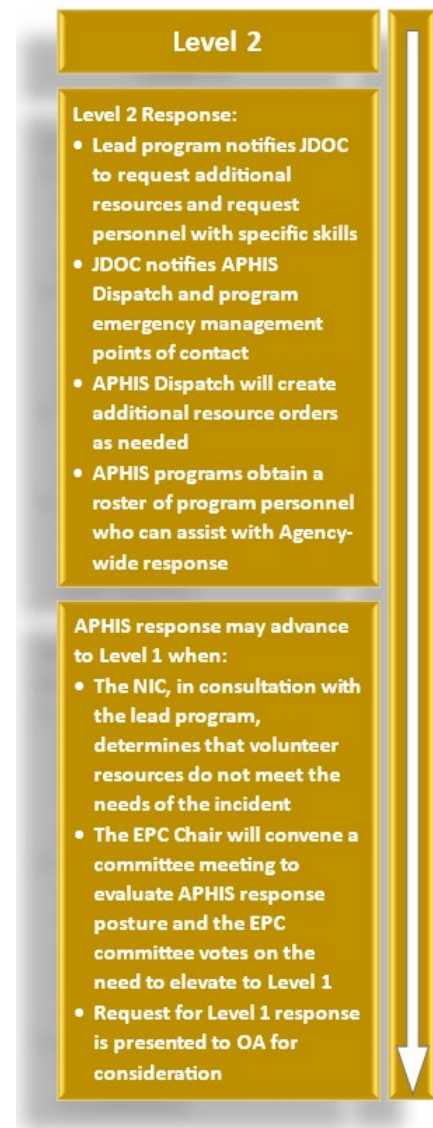
- Notifies programs and programs' emergency management units in accordance with the JDOC SOP.
- Notifies APHIS Dispatch of the incident mobilization request.

c. APHIS Dispatch:

- Creates a new APHIS mobilization incident using the Initial Incident Checklist for the creation of new emergency responses.
- Creates the Resource Order for responders and emails any other information needed for the responders to travel. For additional information, see [Chapter 3](#), Deployment.

d. APHIS Programs:

- Determine the most effective and efficient means to obtain a roster of their employees that are trained and prepared (e.g., medically cleared, respirator fit tested, trained, or qualified for a response position) to assist with the Agency-wide response.
 - The JDOC can assist programs with developing the requests for volunteers.



- Determine each employee's availability to respond within the time frame of the positions requested and future availability for incidents that occur over longer periods. The JDOC can assist if needed.
- Prepare additional identified employees that may need to meet medical surveillance and monitoring requirements to support a sustained response or an escalation to an APHIS level 1 response.

High demand positions with a limited number of qualified employees will be centrally deployed by the lead program in coordination with the IC, NIC, and APHIS Dispatch. Such positions may include Command and General Staff IMT positions, COR, or Field Reimbursement Specialist (FRS). Programs contact these employees prior to deployment to confirm their availability and to obtain supervisory concurrence. For additional information, see [Chapter 3](#), Deployment.

APHIS Dispatch posts all volunteers and selected employees to the [APHIS Common Operating Picture](#) (COP) SharePoint site. APHIS Dispatch emails the selected employees, their supervisors, and their program emergency management staff. APHIS Dispatch will also send a standardized email to non-selected employees, if needed.

Level 2A: Senior Leader or MAC Coordinated Volunteer Requests

After the initial request for volunteers, the IC or NIC continues to coordinate with APHIS Dispatch to develop a complete list of all employees working throughout the incident to ensure an account of all responders and their qualifications, certifications, and clearances.

If SME position requests are not being filled within three operational periods (24 hours = one operational period), or volunteers are not keeping up with field position requests, then the lead program's DA or ERCS' DA can request that the AMT name a MAC IMT member (if activated) or an APHIS Senior Leader to coordinate the APHIS programs' volunteer response, to optimize and coordinate greater APHIS program participation. Other senior leaders could be recruited to help coordinate and maximize their program's volunteer participation.

In all responses, the NIC or designee strives to provide as much notification for employees deploying and their supervisors. However, this may not be possible with all responses depending on their nature.

APHIS Dispatch will track all volunteers and selected employees. All selected employees, their supervisors, and their program emergency management staff are notified by email of the employees' selection. APHIS Dispatch can also send a standardized email to non-selected employees, if needed.

Note: The NIC may require justification for less than 14 days' advance notification for all volunteer requests.

APHIS Programs, APHIS JDOC, and APHIS Dispatch will together create “Call-Out Announcements.” Call-Out Announcements are used to inform APHIS employees that there is a need for volunteers to assist with an incident. The Call-Out Announcements will be emailed to APHIS employees either APHIS-wide or by program. Due to the varied nature of incidents, Call-Out Announcements typically include:

- The announcement response period and closing date,
- The specific Temporary Duty (TDY) dates, when known,
- The nature of the emergency response,
- The deployment location(s),
- The expected work hours,
- The required physical demands,
- Identification of any needed specific qualifications or specialty positions, and
- A statement that the information may be subject to change.

Call-Out Requests are usually open until filled. Timeframes may be shortened for IMT activations, ESF #11, and employees with specialized skills.

Prior to Selection: Employees will be required to complete an APHIS volunteer survey and to obtain supervisory approval. Incomplete survey responses will not be considered for selection.

The APHIS survey volunteer requests may include:

- Qualifications and specialized skills required for the position requested,
- Certification of “satisfactory” for past Incident Personnel Performance Rating ([ICS 225](#)),
- Date the volunteering period closes,
- Supervisor approval,
- Dates the employee are not available to deploy,
- Valid driver’s license,
- Current Personal Identity Verification (PIV) card,
- Active Government travel card,
- Current defensive driving course certification,
- Current Concur (Travel and Expense) account,
- Current medical clearance(s), including respirator fit testing, and
- Government issued cell phone.

Once the announcement closes, the NIC, lead program, and APHIS program’s emergency management units work with APHIS Dispatch to prioritize employee selections based on the needs for the response that could include the following criteria:

- Qualifications (based on qualification identifiers used in the APHIS Information Management System),
- Additional required certifications as listed in the survey,
- Return from Assignment Date (RAD), and
- Service Computation Date (SCD).

The NIC and IC staff(s) may make selections of specific volunteers based on sorting criteria or to select specific volunteers based on the needs of the incident. The lead program may have to justify the selection of a volunteer outside of outlined sorting criteria and submit it to Labor Management and Employee Relations (LMER) and the MAC Group or AMT representative. APHIS Dispatch will document the decision. APHIS Dispatch maintains clear communication with the NIC and Incident Command logistics staff to ensure agreement with information submitted, as well as authorization to proceed toward mobilizing the selected employees.

Note: Only RADs completed after September 30, 2012, are used for tracking purposes. If employees have either the same or no RAD, the SCD is used to sort for volunteer selections.

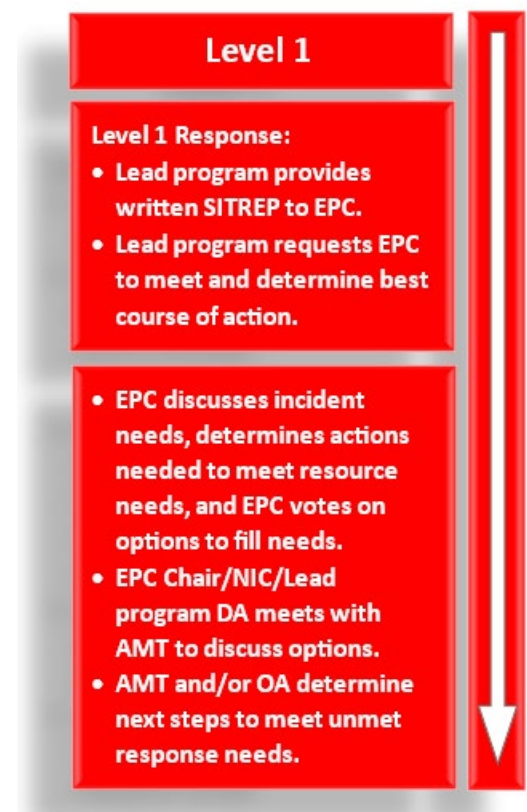
2.6 Agency-Wide, All-Hands Response (Level 1)

If the incident needs overwhelm APHIS volunteer availability, the NIC will consult with the lead program's DA, and the lead program will determine next steps. This will result in the lead program:

- Providing a written situation report to the EPC Chair indicating the current status and level of volunteer response; and
- Requesting that the EPC Chair convene a meeting of the EPC committee to discuss the best course to elevate APHIS' response posture.

The EPC, lead program DA, and the NIC will meet and discuss the unmet needs as presented by the NIC. The discussion should focus on options for the personnel and equipment needed from APHIS programs to best meet the resource demands of the incident.

- The EPC will vote on the best options to fill the unmet incident needs and the need to elevate APHIS' response to level 1.



Upon completion of the vote, the EPC chair, NIC, and DA will meet with the AMT to discuss:

- The current incident status,
- The unmet incident needs,
- Discussion points and EPC voting results,
- Possible next steps and each program's specific contributions for the APHIS level 1 response.

Results of the APHIS level 1 response discussion and solutions to respond to the incident will be presented to the JDOC to archive.

During a response with unmet needs, the lead program must deploy the maximum resources to meet the needs of the response. The lead program and other APHIS programs can use mandatory deployments from all units within the programs, depending on the expertise of its employees, knowledge of the emergency at hand, and required certifications for all available positions requested at any response level.

Chapter 3. Deployment

3.1 Dispatch Activities

After personnel have been identified during mobilization, the process for physically or virtually deploying employees involves close communication between the programs, the employees, APHIS Dispatch, and support services. The following outlines the deployment process.

The APHIS Program will check their personnel's:

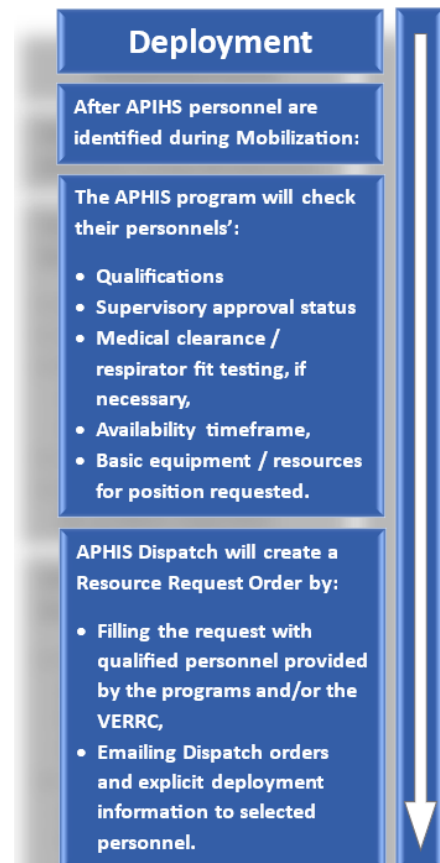
- Qualifications,
- Supervisory approval status,
- Medical clearance/respirator fit testing, if necessary,
- Availability timeframe, and
- Basic equipment/resources for the position requested (e.g., laptop, travel card, defensive driving certificate, GOV cell phone, etc.).

APHIS Dispatch will then create a Resource Request Order (RRO) from the information provided in the [RRW](#) by the lead program and initiate the deployment process, by:

- Filling the pending resource request with qualified personnel provided by the programs or the VERRC,
- Emailing an APHIS Dispatch order and Resource Order Dispatch Packet (RODP) to the selected employee and a copy to the supervisor, the IC or designee, and other program officials as needed,
- If there are more employees available to deploy than response positions requested, emailing non-selected volunteers, their supervisor, and their program's emergency management staff.

All RROs will be managed within APHIS Dispatch and APHIS information management systems ([ARIS](#), [EMRS](#), etc.). APHIS personnel identified to deploy should not initiate travel prior to receiving an official RRO. APHIS Dispatch orders will include the following information as provided by the lead program from the [RRW](#):

- Location of incident or reporting address
- Incident POC and contact phone number(s)
- Reporting date and time
- Lodging arrangements
- Required clothing and protective equipment
- Anticipated length of deployment and demobilization date



3.2 Employee Deployment Checklist

Each APHIS employee:

- ☐ Will refer to the OneUSDA Intranet link, [Preparing for Deployment](#), and APHIS Dispatch orders for their preparations and maintain readiness. The checklist helps employees prepare for the current emergency response that APHIS is supporting.
- ☐ Will provide APHIS.Dispatch@usda.gov and the incident Check-In Unit (identified on the APHIS Dispatch order) with travel arrangements within 48 hours or as soon as arrangements are made after receiving orders to include:
 - If flying, the complete flight itinerary (departure, arrival, flight numbers, etc.); and
 - If driving, vehicle and travel information (license plate number, year/make/model of vehicle, estimated time of departure and arrival, and the planned travel route).
- ☐ Is responsible for reporting to the incident at the assigned date, time, and location noted on their APHIS Dispatch orders.
- ☐ Is responsible for immediately notifying APHIS.Dispatch@usda.gov and the IC, or designee identified on the original resource order, if their travel is disrupted or delayed.
- ☐ Must ensure they know which program FATA POCs to call regarding travel arrangements outside of normal business hours as directed in the APHIS Dispatch orders if needed.
- ☐ Must read all directions, emails, orders, and any information provided by APHIS Dispatch.

3.3 Making Emergency Response Travel Arrangements

It is the intent of APHIS to provide responders with as much advanced notice as possible or as the incident allows. APHIS Dispatch will provide a RODP to all responders to begin making their travel arrangements, including the contact information for all lead FATAs for the incident.

If you need further assistance or need to travel in 24 hours, please contact the FATA representative identified in the APHIS Dispatch orders or your unit's/program's FATA. Or contact the [Travel Services Center Emergency POC](#) and BCD Travel, using the following processes.

Current Employee with a Government Issued Travel Card.

Upon receiving APHIS Dispatch orders, the employee:

- Has the option to navigate Concur and develop their own travel authorization, or
- Should work with their program's/unit's administrative staff, FATA representative, the employee's travel POC, or refer to the [Travel Services Center](#) website. If APHIS

resources can't be contacted, then;

- Will contact **BCD Travel** to make reservations at **1-800-877-6120 (within the U.S.)**.
 - Will have BCD bill the airline tickets to the employee's individual travel card account.
 - BCD can access this information in the employee's profile.
- Will need to have their FATA representative create a travel authorization in Concur and have it approved as soon as practical.

New employees volunteering during an APHIS level 1 response.

- Contact the APHIS [Travel Services Center](#) POC from the list provided in the RODP to request a travel card for the emergency response incident.
- Upon receiving the travel card and APHIS Dispatch orders, the employee will work with their program's/unit FATA representative or can locate the POC from the RODP; or
- Contact **BCD Travel**, to make reservations at **1-800-877-6120 (within the U.S.)**. The employee informs the agent that the purpose of travel is for emergency response and to charge the airline tickets to the **APHIS, Centrally Billed Account (CBA)**.
 - BCD Travel will create a profile and book airline reservations for the employee's travel. The employee must be prepared to provide BCD Travel with the following information:
 - Full name
 - Date of birth
 - Sex
 - Phone number
 - Email address
 - BCD Travel will contact an APHIS Travel Services Branch representative to receive approval of the charges.
 - BCD Travel will then make the reservations and email the itinerary to the employee.
- Create a travel voucher for this trip. The employee must select the method of reimbursement for the airline ticket and [Travel Services Center](#) fee as CBA rather than the employee's travel card, which is reflected as Individually Billed Account (IBA).
- Will provide APHIS.Dispatch@usda.gov and the incident Check-In Unit (identified on the APHIS Dispatch order), with travel arrangements within 48 hours or as soon as arrangements are made after receiving orders to include the information to follow starting with section 3.4.

3.4 Length of Deployment

The scope and severity of the incident and employee health and safety are primary factors in determining the length of an assignment. The lead program, in consultation with the EPC, MAC, and OA, will determine the length of deployment.

The typical length of a single deployment to an incident is 21 days. Longer or shorter deployments can and do occur; however, deployment duration may fluctuate based on the needs of any given incident.

20-Day Deployment or Less

Local and/or short duration deployments to an incident. The IC, IC designee, or local APHIS personnel in charge will:

- Request APHIS Dispatch orders for a virtual or onsite physical deployment, or
- Complete and submit a roster ([ICS 203](#)), or program equivalent, of all APHIS personnel responding onsite for the incident to APHIS.Dispatch@usda.gov.

This will be done from the initiation of the incident and on every deployment of less than 21 days, until the incident is de-activated. APHIS is required to track all physically deployed personnel to accurately monitor APHIS employee activities and ensure employee safety and health monitoring, if needed.

21-Day Deployment

Most responders who physically deploy to incidents work 21 consecutive days (excluding travel days) and are assigned an unpaid mandatory day off approximately midway through the assignment, as determined by the incident supervisor. Following completion of their 21-workday cycle, responders are normally demobilized and returned to their ODS for a minimum of 14 days before being eligible for redeployment.

28-Day or Longer Deployment (Extended Tour)

Employees may be assigned or scheduled to physically deploy to incidents for 28 or more consecutive days (excluding travel days). Extensions beyond 28 days must be approved by the IC and General Staff, the lead program unit, and the employee's home station supervisor. Employees on 28-day or longer deployments must be assigned a minimum of 2 non-consecutive unpaid days off each 28-day period personnel are deployed. Following completion of the 28 day or longer deployment, employees demobilize and return to their ODS for a minimum of 14 calendar days before being eligible for redeployment.

Employees deployed in continuous travel status will submit interim travel vouchers, at a minimum, every two weeks. Travel voucher information is in [DR 2300-001](#).

Employees who fill in behind another employee who is deployed to an incident so the program can continue the day-to-day operations are considered part of the program's normal operations. They are not considered deployed for the incident and will not receive APHIS Dispatch orders.

Administrative Leave

Employees participating in deployments will be granted administrative leave as outlined in the [HRDG 4630](#), Absence and Leave. Administrative leave is not provided to employees who are on virtual deployment.

To be eligible to receive administrative leave, the employees:

- Time and attendance (T&A) records must show that they worked the minimum required amount of time.
- Approving officials must include a written statement with supporting documentation, a statement from the supervisor in WebTA, and deployment orders either attached to the T&A or placed in the T&A file.

Additional information about administrative leave is available in the [HRDG 4630](#), Absence and Leave. Depending on the complexity of the response, additional guidance and restrictions may be implemented and included in the dispatch orders RODP further explaining the requirements for the administrative leave to ensure APHIS employees are adhering to personal safety and health measures.

The APHIS Mobilization Guide is for APHIS coordinated emergency responses. ESF#11 FEMA mission assignments and other mission assignments that are not coordinated by APHIS personnel are not afforded administrative leave unless determined by APHIS OA.

Extensions

If the nature of an incident requires an employee's deployment to be extended, and it's determined the employee can do that safely, the IC or designee:

- Obtains the employee's ODS supervisor's approval, and
- Emails the ODS supervisor approval, incident supervisor approval, and new demobilization date to APHIS.Dispatch@usda.gov prior to the original demobilization date.

APHIS Dispatch updates the demobilization date, creates an updated resource order to reflect the extension, and emails a copy of the updated order to the employee and all POCs from the original order.

Reassignments

Emergency responses are dynamic. In some cases, positions filled by employees may be subject to change depending on incident needs. Employees should expect to remain flexible and maintain clear communication with incident personnel regarding changes or reassignments that cannot be performed based on employee qualifications. Incident POCs notify APHIS.Dispatch@usda.gov of any position changes or reassignments for tracking purposes and for integration into the employee's deployment profile.

Work Schedule and Rest Policy

The IC, IC designee, or local APHIS personnel in charge of the emergency response establishes daily work schedules for all employees taking into consideration the demands of the incident response. The USDA established administrative workday and workweek will be maintained for recording hours worked on personnel timesheets.

Work/Rest Guidelines must be met on the incidents. Incident supervisors will plan for and ensure all personnel are provided a minimum 2:1 work/rest ratio (e.g., for every 2 hours of work or travel, provide 1 hour of sleep and/or rest). In one workday, the most an employee can work or travel combined is 16 hours. Then, the employee can have at least 8 hours of downtime.

This guidance is intended to manage fatigue and provide flexibility for managing the initial response, extended deployments, and large incidents. It does not matter when the 24-hour period starts. All time recorded on the clock is counted as hours of work. Time off the clock is counted as hours of rest, including meal breaks.

The IC, IC designee, or local APHIS personnel in charge must justify work shifts that exceed 16 hours and those that do not meet the 2:1 work/rest ratio. Justification will be documented in the daily incident records. Documentation will include mitigation measures used to reduce fatigue.

The IC, IC designee, or local APHIS personnel in charge, in collaboration with the Safety Officer, is responsible for ensuring that employees are given the proper amount of time off for rest. This means being aware of employees who have long shifts or who may be exhibiting physical and mental signs of stress.

Records Management

Incident supervisors/command will ensure all employees and individuals working on behalf of APHIS for the incident appropriately document their work, acknowledge their records management responsibilities, and adhere to an official records file plan ([MRP 401](#) and [MRP 401A](#)) In addition, records management responsibilities will be included in SOPs, as appropriate.

3.5 Employee Injury, Occupational Illness, and Assistance

When employees are harmed or become ill as a result of their duties during an emergency response, the employee will coordinate with their incident supervisor, incident Safety Officer, and other IMT personnel (if activated) will work with EMSSD SHB to ensure that all workers' compensation claims are processed. The injured or ill employee will coordinate with the Safety Officer and properly document the issue on the [APHIS First Report](#).

Detailed information regarding Workers' Compensation can be found on the [Workers' Compensation Program](#) web page.

For any questions regarding employee injury or illness during an emergency response incident, please contact [EMSSD SHB](#). If you are in need contact information, please email the JDOC at JDOC@usda.gov or call at 301-436-3110.

Employee Assistance Program

The Employee Assistance Program (EAP) is a professional counseling and referral service to help APHIS employees with personal and professional problems. It is free, confidential within the limits of the law, and voluntary. EAP can assist you 24/7 with emotional, family, marital, alcohol or drug use/abuse, and relationship problems. For immediate assistance, call **1-800-222-0364**.

APHIS Dispatch will provide a RODP to all responders further explaining EAP for responders and supervisors with the most current information.

Additional EAP information is located on the [OneUSDA Intranet - Employee Assistance Program web page](#).

Chapter 4. Demobilizing

4.1 Demobilization Out-Processing

Employees will be provided with demobilization instructions and an incident exit survey. All employees must follow the demobilization instructions to completely check out of the incident.

During demobilization, the demobilizing employee and an IMT POC or local APHIS personnel will perform the out-processing function with support from incident supervisors. A crucial component of an efficient and safe demobilization is the employee communicating with APHIS Dispatch and the incident POC within 24 hours of their safe return to their ODS.

Demobilization Checkout Process:

Step	Who?	Does What?
1	The IMT or Local APHIS Personnel with Support from Supervisors	Provides the demobilizing employee with demobilization instructions, including: • A records and equipment exit inventory, • An incident exit survey, • A check-out process, and • A reminder to notify APHIS Dispatch of their safe return to their ODS. Provides employee with: Demobilization Check-Out Form (ICS 221) or program equivalent. Checkout will not occur until this form is complete.
2	IMT or Local APHIS Personnel	Reminds the demobilizing employee to complete their exit survey.

3	Demobilizing Employee	Completes the ICS 221 or equivalent and submits it to the IMT or local APHIS POC. Turns in all of the following to the Designated IMT or local APHIS POC: • Equipment and supplies issued at the incident, • Receipts for items purchased, and • Records developed during the incident. Will have the opportunity to document their experiences during the incident in an exit survey that the lead program will provide to them. The exit survey will be provided in an email or by other digital means and will be available to employees for an extended period after they demobilize.
4	Incident POC or Supervisor	Completes the Incident Personnel Performance Rating Form (ICS 225). Note: If an employee has multiple incident supervisors during their deployment cycle, each supervisor provides an evaluation to the incoming supervisor for the period the employee was under their supervision before the supervisor departs the incident. At the end of the employee's deployment cycle, each employee receives one ICS 225 covering the entire deployment period. This also occurs when an employee, while still deployed, is reassigned to a different position with a different incident supervisor.
5	IC, IC designee, or local APHIS personnel	• Enter the completed ICS 221 form in the APHIS information management system (e.g., ARIS, EMRS). • File the original copy of the ICS 225 in the official incident record archive. • Provide a copy of the ICS 225 to the employee and the employee's ODS supervisor. • Encourage all deployed personnel to fill out the incident exit survey provided by a web link or email. • Remind the employee to email APHIS Dispatch of their safe arrival to their ODS.
6	Employee upon return to ODS	• Notify APHIS.Dispatch@usda.gov, Logistics Section, or designated POC by email within 24

		hours of their safe return to their ODS. • Complete the incident exit survey within 72 hours of returning to their ODS, to document their deployment experiences and submit it via web link or email as per lead program direction. • Close out all travel vouchers in Concur (travel system) within five days from return to ODS. Employees can close these out by themselves or receive assistance from their administrative staff or FATA personnel. DR 2300-001.
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4.2 Health Monitoring

Each responder should monitor their health status according to the guidance received with the demobilization instructions. EMSSD, the VS One Health Program Office, the Centers for Disease Control and Prevention, and state and local public health departments determine if health monitoring guidance should be administered and will provide direction to employees regarding any actions needed following deployment (e.g., quarantine from domestic animals or social distancing).

Chapter 5. Deactivation

5.1 Partial/Total Deactivation Procedures

Once a standdown from a national emergency or program “freedom of disease or pest” is declared and a partial or total incident deactivation is warranted, the following will occur.

The lead program’s DA designee:

- Requests OA to deactivate the APHIS response for the incident.

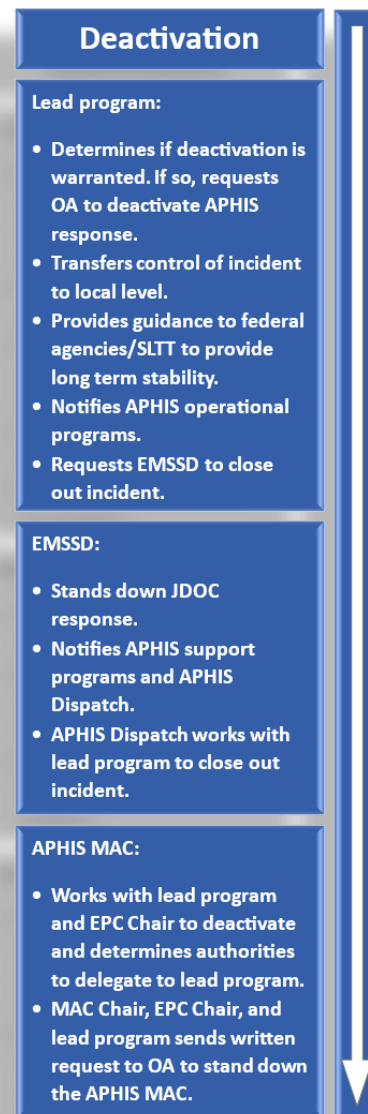
If OA agrees with the lead program assessment to deactivate and close down the incident, the lead program will then:

- Coordinate with and provide guidance to federal agencies, SLTT, and the private sector to develop and implement systems providing long-term stability and protection from the pest or disease that caused the incident.
- Notify APHIS operational programs of the incident deactivation and coordinate the return of all equipment and supplies to the programs, if applicable.
- Have APHIS programs stand down their volunteer responders and deactivate their program’s volunteer processes.
- Request EMSSD close out the incident and implement the deactivation SOP.

EMSSD:

- Closes the JDOC support of the incident.
- Notifies APHIS support staff to deactivate.
- APHIS Dispatchers will work with the lead program to close out the APHIS information system(s) ([ARIS](#), EMRS, etc.) for the incident and follow the demobilization SOP for deactivating a response.

APHIS may proceed with a partial deactivation in certain circumstances. In this scenario, resources may continue to mobilize to the incident for an interim period until permanent personnel can be hired and the incident is transitioned to an operational program or transferred to SLTT agencies. Although most resources are demobilized, APHIS continues to mobilize resources to augment a transition into an established operational program. The lead program may still request APHIS resources through APHIS Dispatch to assist with the operational program.



5.2 APHIS MAC Group Stands Down

Regardless of whether there is partial or total incident deactivation, if the level of incident response has scaled down to level 3 or 2 and no longer requires the APHIS MAC group to assist with resource prioritization, coordination, and assistance, then:

- The APHIS MAC Chair consults with the NIC, lead program DA, and EPC chair to determine to scale the MAC Group to a level appropriate to the response.
- The APHIS MAC and EPC Chair determine the authorities and processes to delegate to the AC, UC, or lead APHIS program and what type of MAC Support will continue (if needed).

When the MAC chair, NIC, lead program DA, and EPC Chair determine that the MAC group is no longer required or appropriate, the EPC chair will send a written request to the OA that the MAC Group stand down.

5.3 Transfer of Control

Transfer of control relinquishes authority and responsibility to the local jurisdiction. During a partial or total deactivation, if an IMT demobilizes and is not replaced with another IMT, the responsibility for the response transfers to the lead program at the local level. Local APHIS staff or SLTT staff will replace the IMT. The activities continue until incident objectives are met, quarantines are lifted, and regulations are no longer in effect. This process may extend beyond the initial emergency response and can last several years. After continuous review, the lead program may determine that the incident will transition to a more permanent program, funded by a specific budget line item incorporated into the lead APHIS program.

5.4 Deactivation Close-Out

As part of deactivation efforts, the lead program monitors all financial obligations and takes appropriate steps to close out all pending obligations. If vendors and cooperators plan to submit invoices or bills after APHIS deactivates, these obligations may need to remain open. If a separate organization or office was established to monitor this activity during the incident, once it is closed, the lead program is responsible for continuing to monitor these open items to ensure they are closed out.

5.5 Financial Close-Out

The lead program is responsible for monitoring and managing financial obligations and expenditures during emergency response activities. The lead program presents a monthly Status of Funds (SOF) for the emergency funding to the lead program DA and OA.

Depending upon the severity and nature of the emergency, the lead program's management can elect to set up a separate organization or office that manages daily financial activity.

The close-out of financial documents for an emergency response follows standard Agency procedures for closing out financial obligations.

5.6 APHIS Support Services Close-Out

As part of the standdown, the lead program coordinates with the support services SMEs to close-out response-related activities.

Funding for Salaries and Response Close-Out: The lead program consults with the APHIS Budget Officer for guidance and direction on the funding of salaries and overall funding of the response during partial or total deactivation.

Please direct any questions regarding the funding of salaries or funding of a response during an emergency response incident to the APHIS Budget Officer. If you need contact information, please email the JDOC at JDOC@usda.gov or call 301-436-3110.

Human Resources Close-Out: The lead program coordinates with the human resource SMEs for any personnel closeouts as applicable. See [Human Resource Contacts](#).

Cooperative Agreements Close-Out: Unless the Authorized Departmental Officer's Designated Representative/Program Manager (ADODR/PM) grants an extension, the recipient must liquidate all obligations under the award not later than 120 days after the funding period or completion as specified in the award. Also, within 120 days after the expiration or termination date of the Award, the recipient must submit to the ADODR/PM the following reports for signature:

- Final performance or progress report and all other products specified in the award or work plan.
- Federal Financial Report, [SF-425](#).
- Final Request for Payment, [SF-270](#).
- Patent/Invention Disclosure, if applicable.
- Final inventory of all equipment acquired with grant funds and federally owned property. For access to other MRP Forms, please visit the [APHIS forms library](#).

For more information on agreements, visit the [Agreements Management Manual](#).

Deactivation of APHIS support programs:

- Lead program coordinates with PPD for guidance on funding of salaries and deactivation.
- Lead program coordinates with MRPBS-HRD, FMD, Contracting, Property Management, ITD for deactivating business process, facilities, and equipment.
- LPA coordinates the deactivation of the JIC, communications with state/local/industry on the closing of the incident.
- LPA coordinates deactivation of the incident to the public, stakeholders, Congressional Staffs, and media.
- All APHIS programs coordinate with LPA for FOIA requests for any active or deactivated incident.

Contracting, Property Management Close-Out: The lead program is responsible for ensuring that the Contracting Officer and CORs assigned are notified of the incident’s deactivation to coordinate the closing out of any contracts or property items if applicable and in accordance with [acquisition and asset management SME guidance](#).

The applicable IC or local APHIS personnel in charge onsite is responsible for ensuring that the IT Emergency Management Officer assigned to the response is notified of the incident closing to coordinate the return of all equipment and supplies if applicable.

If you are in need of contact information, please email the JDOC at JDOC@usda.gov or call 301-436-3110.

Information Management Close-Out: The lead program will work with the Agency’s communications liaison to organize and coordinate the deactivation of the JIC if applicable, to include federal agencies, SLTT, and industry stakeholders. The communications liaison will also work with the Department’s Office of Communications and Office of Congressional Relations to facilitate all communications concerning the deactivation of the incident to the public, stakeholders, Congressional staff, and the media.

All relevant APHIS programs will coordinate with FOIA SMEs on FOIA requests for any active or deactivated incident.

If you are in need of contact information for communication SMEs, please email the JDOC at JDOC@usda.gov or call 301-436-3110.

5.7 National Incident Coordinator (NIC)/Lead Program Stands Down

Once the lead program’s science-based freedom of disease or pest is declared as determined by its response guides, emergency response plan, or established program policies, or a standdown from national emergency occurs, APHIS will coordinate with and provide guidance to federal agencies, SLTT, and the private sector to develop and implement systems designed to provide long-term stability and protection from the pest or disease that caused the incident. If necessary, the lead program provides a delegation of authority upon the local jurisdiction and conducts long-term recovery planning efforts, which may include regulations, surveillance, eradication, and best management practices. The NIC and lead program can stand down the response only after the incident objectives are met according to the lead program’s response guides, emergency response plan, or established program policies, and an orderly, safe, and efficient return of resources and equipment to their original location and status occurs.

NIC/Lead program stands down when freedom of disease is declared:

- After lead program determines that all incident objectives have been met according to relevant response guides (Red Book, Green Book, CFR), and
- Orderly, safe, and efficient return of resources and equipment to original location and status.

Records Management:

- APHIS documents and preserves work in accordance with Federal Records Act.
- APHIS employees deployed have records creation and retention responsibilities.
- Information created or received during the incident is considered official records, regardless of media.

5.8 Records Management

APHIS must document and preserve its work in accordance with the Federal Records Act and associated laws, regulations, and policies. APHIS employees deployed to resolve an emergency have records creation and retention responsibilities during their normal work assignments. Information created or received during Government business is considered a record, regardless of its media format.

Some examples of records that must be retained during emergency deployment include situational reports, animal disease testing data, plant pest or disease survey information, hazardous material information, delegation of authority protocols and organizational charts, payroll records, cooperative agreements, and contracts.

Depending on the nature of the emergency, there may be other types of records created that need to be retained until the end of their legal disposition period. The lead program's Records Liaison, with support from EMSSD and [APHIS' Records Management SMEs](#), coordinates to ensure all applicable records are included in the official records file plan(s) ([MRP 401](#) and [MRP 401A](#)) if needed and maintained in accordance with the Federal Records Act.

Chapter 6. Corrective Actions Program

6.1 Responder Records Validation

All APHIS employees are responsible for maintaining their contact information, their positions filled during an emergency response, most recent [ICS 225](#), and any position qualification information in the APHIS information system of record (e.g., [ARIS](#),) and documenting all [NIMS](#) and position training courses taken in AgLearn. If external training courses are not being captured in AgLearn, the employees can contact the NTEP manager at NIMS.training@usda.gov to assist with documenting those training certificates into AgLearn. Ongoing validation is vital to ensure accurate emergency contact and qualification information.

6.2 Lessons Learned

The lead program ensures that all relevant data pertaining to the response is collected to support effective evaluation and improvement planning. To ensure comprehensive capture of lessons learned, the lead program will engage program personnel who participated in the response in hot-washes, after-action reviews (AARs), and development of improvement plans (IPs). Both positive and negative lessons learned should be included in the data.

Upon demobilization from the response, incident response personnel will be provided with a standardized post-deployment digital survey either by email or web link to obtain feedback on their lessons learned and provide recommendations for future incident improvements. These surveys are to be provided by the lead program or by APHIS during a National emergency.

Lead program personnel, in coordination with IMTs, schedules a hot-wash that should include APHIS program personnel and management staff that were deployed or assisted with the incident. The APHIS MAC or ICG will schedule hot-washes at their levels based on the actions of their respective groups. A hot-wash provides incident personnel and leadership an opportunity to discuss incident and program strengths and areas for improvement during and immediately following the conclusion of the incident. They also provide a chance to distribute additional surveys that, when completed by participants, can be used to help generate the AAR/IP. The information gathered during a hot-wash is incorporated into the AAR/IP and intended to improve future responses.

6.3 After-Action Report and Improvement Plan (AAR/IP)

An AAR/IP has two components: an AAR, which captures observations during an incident and makes recommendations for post-incident improvements, and an IP, which identifies specific corrective actions, assigns them to responsible parties, and establishes targets that APHIS can improve upon for future incidents.

Once incident response information is analyzed using the data collected from the hot-wash and incident responders surveys, the lead program and APHIS designated personnel (e.g., EPC representative, APHIS program personnel) perform additional qualitative assessment to identify potential corrective actions. Corrective actions are concrete, actionable steps intended to resolve capability gaps and shortcomings identified in APHIS incident responses or exercises. After corrective actions are developed, lead program personnel develop a draft AAR/IP. They

then convene an After-Action Meeting (AAM) to confirm that the issues identified by evaluators are valid and require resolution. The reviewers identify which program has responsibility or authority for acting on the identified issues. The reviewers determine an initial list of appropriate corrective actions to resolve the identified issues and draft the IP.

The APHIS MAC Group (if activated) or EPC representatives, and APHIS program representatives that participated in the incident should attend the AAM along with the NIC and lead program reviewers to answer any questions or provide necessary details about the incident. During the AAM, participants seek to reach final consensus on strengths and areas for improvement, as well as revise and gain consensus on draft corrective actions. Also, as appropriate, AAM participants develop concrete deadlines for implementing corrective actions, identify specific corrective action owners/assignees, and identify resources necessary for implementation. All APHIS program areas assigned corrective actions are responsible for developing implementation processes and timelines and keeping their leadership informed of the implementation status. A final report is developed including:

- Actionable corrective actions,
- Assignment of responsibility for each corrective action,
- Timelines and resources for corrective action completion,

The lead program and EPC representative or their designees track the progress and report the status of the AAR/IP quarterly to the AMT and EPC.

Once the AAR/IP is completed, a copy will be sent to the JDOC for archiving in a central repository that can be retrieved for future references.

6.4 Training, Testing, and Exercise Program

APHIS supports a robust emergency management training and exercise program in its preparedness efforts. The Agency takes a comprehensive approach toward emergency management training and promotes capability improvement through the APHIS NTEP manager (NIMS.training@usda.gov) and by local emergency management organizations. EMSSD leads the coordination of APHIS NTEP and follows guidance outlined in [APHIS Directive 1810.2, APHIS Incident Management System Training and Exercise Program](#).

A well-executed training and exercise program allows for:

- Testing, evaluating, and validating policies, plans, procedures, training, equipment, assumptions, and interagency agreements,
- Clarifying roles and responsibilities,
- Improving interagency coordination and communications,
- Identifying gaps in resources,
- Measuring performance, and
- Identifying opportunities for improvement.

6.5 Required Training

USDA officials and the APHIS Chief Human Capital Officer determine the mandatory training

that all APHIS employees must complete. Mandatory courses are typically designed to meet an Agency training obligation codified in law, regulation, policy, directive, memoranda, or some other recognized authority. More information about available training, including emergency management offerings can be found at [APHIS Training](#).

Each position in the APHIS Emergency Responder Catalog may also have [position-specific training](#).

6.6 Just-in-time Training

Just-in-time training refers to training that is delivered on an as-needed basis, specific to an incident, and usually on a technical or complex subject matter. The lead program determines what incident-specific training is required for responders. For NIMS-specific training, the lead program works with the EMSSD NTEP manager (NIMS.training@usda.gov) to coordinate and deliver the training. For mandatory and other training outside of the NIMS curriculum, the lead program considers development of a training program to expedite response-specific training for all responders.

Training Before, During, and After Deployment

APHIS follows the guidance of NIMS and uses ICS training programs to prepare employees to follow emergency response procedures and protocols. APHIS provides training opportunities that include just-in-time, on-the-job, online, and classroom-based training, as well as shadow assignments. The lead program develops an incident training strategy and coordinates with the EMSSD NTEP manager to develop and deliver the strategy, including targeted coursework required of employees prior to deployment.

The scope and complexity of an incident may require training for employees whose credentials lapse while on deployment (e.g., defensive driving, cybersecurity, or travel card). As part of the response contingencies, the lead program accounts for circumstances requiring onsite training and coordinates with EMSSD and Agency training SMEs as appropriate to coordinate. If you are in need of contact information, please email the JDOC at JDOC@usda.gov or call 301-436-3110.

6.7 Experience and Qualifications Training

AgLearn and Employee Response Information Management

APHIS identifies certain incident-specific positions that require mandatory or optional training. These positions may require internal, external, or virtual training. All training must be accurately captured within AgLearn and the APHIS information management system of record (e.g., [ARIS](#)).

Employees, with review by their supervisor are responsible for maintaining training and deployment information in their profile to ensure effective emergency management training, skills, and previous incident experience are captured accurately. Employees identify discrepancies in their AgLearn history and make the necessary adjustments by contacting their program's AgLearn liaison. If an employee isn't able to adjust or update their profile in the APHIS information management system (e.g., [ARIS](#)) they can contact the JDOC at

JDOC@usda.gov or by telephone at 301-436-3110.

Employees can maintain position certification for positions held at an incident based on the duties performed in past incident responses, training acquired, and annual refresher courses taken. These records are used for validating qualifications for future deployments.

ICS

EMSSD NTEP oversees the development and delivery of ICS training for the Agency. Currently, ICS training is delivered to participants who are National Incident Management Team (NIMT) members or other program responders with experience in emergency response. Information on APHIS IMT specific positions is available at [APHIS IMT Roles and Requirements](#). Available ICS courses include:

- ICS-100, 200, 700, and 800 in an AgLearn environment.
- ICS-300, ICS-400, and All-Hazards Position Specific training in virtual and classroom environments.
- United States Fire Academy 0305 Type 3 All-Hazards Incident Management Team Course in a classroom environment.

Completing the coursework leads to a USDA or FEMA certification of completion.

EMSSD works with the Agency programs to identify additional training (e.g., hazardous waste operations and emergency response [HAZWOPER], COR) required for each position.

6.8 Outside Vendors

APHIS makes every attempt to provide internal training to equip employees with the necessary skills to perform their emergency response duties for an Agency managed incident. When internal training is unavailable, APHIS procures the necessary training through appropriate means, including contracting training support with outside vendors.

Appendix 1: Acronyms

AAM	After Action Meeting
AAR	After Action Report
AC	Area Command
ADODR	Authorized Departmental Officer's Designated Representative
AMS	Agricultural Marketing Service (USDA)
AMT	APHIS Management Team
APHIS	Animal and Plant Health Inspection Service
ARIS	APHIS Response Information System
CBA	Centrally Billed Account
CCC	Commodity Credit Corporation
CDC	Centers for Disease Control and Prevention
CEC	Client Experience Center
CFR	Code of Federal Regulations
CO	Contracting Officer
COP	Common Operating Picture
COR	Contracting Officer's Representative
DA	Deputy Administrator
DM	Departmental Manual
DR	Departmental Regulation
EAP	Employee Assistance Program
EM	Emergency Manager
EMRS	Emergency Management Response System
EMSSD	Emergency Management, Safety, and Security Division
EPC	Emergency Preparedness Committee
ERCS	Emergency and Regulatory Compliance Services
ESF	Emergency Support Function
FAR	Federal Acquisition Regulation
FATA	Federal Agency Travel Administrator
FEMA	Federal Emergency Management Agency
FMMI	Financial Management Modernization Initiative
FOIA	Freedom of Information Act
FRS	Field Reimbursement Specialist
FTR	Federal Travel Regulations
GOV	Government Owned Vehicle
GSA	General Services Administration
HAZWOPER	Hazardous Waste Operations Emergency Response
HPAI	Highly Pathogenic Avian Influenza
HRDG	Human Resources Desk Guide
IAP	Incident Action Plan

IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IP	Improvement Plan
IT	Information Technology
JDOC	Dr. Jere L. Dick Operations Center
JIC	Joint Information Center
MAC	Multi-Agency Coordination
MOU	Memorandum of Understanding
MRP	Marketing and Regulatory Programs
MSMP	Medical Surveillance and Monitoring Program
NIC	National Incident Coordinator
NIMS	National Incident Management System
NIMT	National Incident Management Team
NRDF	National Disaster Recovery Framework
NRF	National Response Framework
NTEP	NIMS Training and Exercise Program
OA	Office of the APHIS Administrator
ODS	Official Duty Station
OMB	Office of Management and Budget
PIO	Public Information Officer
PIV	Personal Identity Verification
PLG	Program Leaders Group
PM	Program Manager
POC	Point(s) of Contact
POV	Privately Owned Vehicle
PPQ	Plant Protection and Quarantine
PWS	Performance Work Statement
RAD	Return from Assignment Date
RMS	Resource Management Services/Staff/Support
RODP	Resource Order Dispatch Packet
RRO	Resource Request Order
RRW	Resource Request Workbook
SCD	Service Computation Date
SHB	Safety and Health Branch (of EMSSD)
SLTT	State, Local, Tribal, or Territorial jurisdictions
SME	Subject Matter Expert
SOF	Status of Funds
SOP	Standard Operating Procedure
SOW	Statement of Work

T&A	Time and Attendance
TDY	Temporary Duty
TSC	Travel Services Center
UC	Unified Command
USDA	United States Department of Agriculture
VERRC	Volunteer Emergency Ready Response Corps
VS	Veterinary Services
WS	Wildlife Services