

**U.S. Department of Agriculture**  
**Animal and Plant Health Inspection Service**  
**Plant Protection and Quarantine**



**Incident Command System**

**- Guidelines -**

**March 26, 2004**

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## Section 1

# EXECUTIVE SUMMARY

The Homeland Security Presidential Directive – 5 (HSPD-5), issued on February 28, 2003, requires all federal departments and agencies to adopt the National Incident Management System (NIMS) in their domestic emergency program management. NIMS is designed to provide a consistent nationwide approach for federal, state, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

At the center of NIMS is the Incident Command System (ICS). The ICS is a structural-type of management system designed to bring multiple responding agencies, including those from different jurisdictions, together under a single overall command structure when an incident occur. The Plant Protection and Quarantine (PPQ) staffs at the national, regional, and state levels, together, have developed the Plant Protection and Quarantine Incident Command System (PPQ-ICS) guidelines. PPQ-ICS provides an operational framework for confronting plant health emergencies such as the introduction or outbreak of plant pests, threats to domestic agricultural production and international trade, or market access and security in the United States.

These guidelines provide a general description of the overall organizational structure of the ICS; define the functions, roles, and responsibilities for each position in the command and general staffs. In addition, the guidelines integrate PPQ's best practices in dealing with emergencies, which have proven themselves effective over the years, with a comprehensive ICS framework to maximize our efficiency and effectiveness in responding to agricultural emergencies.

## Section 2

# INTRODUCTION

## Definitions and Concept Overview

An *incident*, by definition<sup>1</sup>, is a phenomenon that is not a routine occurrence, and that requires action. A critical incident is any event or situation that threatens people or their homes, businesses, or community. A critical incident includes any situation requiring swift, decisive action by multiple components, and occurring outside of the normal course of routine business activities.

The **Incident Command System (ICS)** is: the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in domestic incident management. It is used to organize field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government – local, state, tribal, and federal. It is usually organized to manage five functional areas: command, operations, planning, logistics, and finance/administration.

At the core of ICS, incidents are managed locally through an infrastructure comprising one or more qualified persons who are able to confront an incident immediately, using technical, organizational, and interpersonal skills. The initial response to most domestic incidents is provided by local first responders, and in many situations that will be adequate. An incident assessment conducted by an Incident Commander (IC) or an Incident Management Team determines the level of ICS response. In some cases, one person (i.e., the Incident Commander) may handle the entire incident by organizing its management on the ICS framework of functional units. In other situations, the scope of the incident may require a response that involves numerous units at the local level, coordinated at the regional or national level, but still working within the ICS framework.

When fully deployed, the ICS comprises of an Incident Commander (IC) with Command Staff (i.e., Safety, Liaison, and Information Officers) and General Staff (i.e., Operations, Planning, Logistics, and Finance/Administrative functional sections, each headed by a Chief). The General Staff sections may contain Divisions, Groups, and Branches, as the incident size or complexity necessitates.

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<sup>1</sup> Incident: “an occurrence or event, either human-caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.” The Oxford American Dictionary of Current English. Oxford University Press, 1999. Oxford Reference Online. Oxford University Press.

## A Paradigm Shift in Managing Emergencies

Historically, the *response* process required the highest expenditure of effort and resources in emergency programs. The ICS framework identifies a new paradigm that places equal emphasis on the *response*, the *preparation*, and the *recovery* processes. Emergency management and the recovery to normal operations from a disruption or incident is a process that flows along a response continuum when emergency preparedness activities are integrated into normal operations.

Activities are grouped into domains that define the life cycle of a domestic incident. These five domains are:

- Awareness,
- Prevention,
- Preparedness,
- Response, and
- Recovery.

Enhancing awareness and taking measures to prevent incidents are collaborative local, state, and federal efforts. These activities can include the identification and surveillance of pathways, ensuring that cooperative agreements are in place, and effective training for emergency response. Training in ICS is important for all potential program cooperators, and PPQ can provide important training through electronic or digital media. Training prepares all cooperators for effective integration of emergency response into their normal operations. Essential capabilities include:

- ease of communication among agency personnel, state cooperators, emergency personnel, and others who may be involved in responding to an emergency; and,
- access to and fluency in the use of information or equipment required for performing emergency response activities.

Response is the domain handled by the ICS, and when the preceding domains are integrated into normal operations, rapid recovery can be accomplished.

## Section 3

# CORE PLAN

## PPQ Incident Command System (PPQ - ICS) Overview

The PPQ-ICS can be used immediately in dispatching qualified personnel to an incident for on-site assessment, or as part of an activated team (i.e., Incident Management Team). State Plant Health Directors (SPHDs) and their staffs provide initial incident command leadership for PPQ at the state level and, when necessary, form the Operations and Planning Units. Regional personnel may provide leadership for activating or mobilizing the Logistics and Financial/Administrative Units and other staff support functions. A Regional Emergency Coordinator (REC) facilitates all emergency activities at the area and regional levels. Legislative and Public Affairs personnel at headquarters or in the regions may serve as Public Information Officers.

Activities performed at the initial (or local, or limited) response level form the foundation for subsequent levels of response. Local, state, federal, and industry officials manage an initial response with response coordination provided primarily at the local, state, area and regional levels, and with national-level consultation and consequence management (i.e., trade issues). One IC typically handles this type of response and manages the activities of the entire ICS System. If the incident presents potential for expansion and is not resolved immediately, PPQ SPHDs and State Plant Regulatory Officials (SPROs) typically form a unified command and begin to expand the program in accordance with the span of control guidelines. Depending on the assessment made by the unified command, an Incident Assessment Team may be brought in to project the course of the incident, and to determine what resources may be required.

When necessary, Pest Detection and Management Programs (PDMP), Emergency Programs (EP) will provide national coordination. For incidents that may have serious international implications for trade, market access and homeland security, rapid communication with PPQ Headquarters is essential, especially if foreign imports need to be halted and items en route need to be intercepted before further spread of a pest or pathogen occurs. PPQ Headquarters also provide support in developing regulations, budgets, policy development, and communications with the USDA.

## Initial Reporting Requirements

Identifying the nature of an emergency and expediting an effective response depends largely on the accuracy and comprehensiveness of the initial report. This report is the first step in constructing an emergency response structure, and the importance of accuracy and completeness are critical. Essential information that should be incorporated into any initial report includes:

- Responder's name and contact information;

- Entity reporting situation with contact point and contact information;
- Location (if possible, global positioning data), time and date of report;
- Source of concern (i.e., pest, pathogen, plant health issue);
- Host material;
- Origin of host material (if known);
- Handling of host material prior to discovery;
- Destination or distribution of material (proposed or accomplished);
- Circumstances surrounding the discovery;
- Action(s) taken by the responder; and,
- Other salient facts, or other contacts.

If data are being collected for a formal survey, much of this information will be recorded as routine sampling input.

### **Notification Procedures**

When an incident occurs, an orderly procedure for notification should begin immediately. Ideally, all parties having a role in the management of the incident receive notification within two hours of the initial report. A telephone notification tree and electronic notification from the Emergency Programs staff at headquarters offers system redundancy to assist in this process. A threat template is broadcast to notify field personnel and state cooperators of contact information. The Deputy Administrator must approve any quarantine actions resulting from a declared or extraordinary emergency.

### **Exotic Pest Identification**

The most basic element in PPQ's response to plant health emergencies is identification of the pest. Confounding factors include identifying a plant health problem, linking the problem definitively to an exotic pest, and identifying the pest, itself, from the vast array of arthropods, viruses, bacteria, fungi, and other agents worldwide. Ultimately, any pest requiring action by PPQ must be identified by PPQ or PPQ – National Identification Service (NIS) authorized identifiers. USDA's Cooperative State Research, Education, and Extension Service (CSREES) Regional Plant Diagnostic Centers will play a major role in screening or identifying suspect pests. Diagnosticians identify the pest and forward the information to PPQ for appropriate response.

### **Pest Status Assessment**

If the pest is a recognized quarantine pest, action may be taken without additional risk assessment – after the Deputy Administrator (DA) approves the action. New Pest Response Guidelines (NPRG) contain information on responding to identified quarantine pests.



If the pest is previously unknown, it may require assessment to determine its potential harm to agriculture or other natural resources. Working with state regulatory officials and subject matter experts, the Center for Plant Health Science and Technology (CPHST) conducts the initial investigation of the pest's basic biology and the ecological considerations concerning its pest potential through the New Pest Advisory Group (NPAG). The NPAG's analysis is central to the internal decision-making process. NPAG personnel survey pertinent scientific literature and gather expert opinion to make recommendations to the PPQ Management Team that are in the best interest of safeguarding America's plant resources. If accepted by the PPQ Management Team and DA, the NPAG's recommendations are implemented. Typical actions may include:

- Recommend that PPQ gather additional information.
  - Conduct survey activities: geographical range, density, host range, and damage.
  - Conduct a methods development program: chemical treatment (current or potential), biological control, integrated pest management, or survey techniques.
- Recommend no PPQ action for the reported pest.
- Recommend that PPQ conduct an action program.
  - Eradication: evaluate and/or develop techniques.
  - Quarantine: re-evaluate or establish quarantine status to slow or impede the artificial spread of the plant pest by regulating the movement of host material and associated articles.
  - Population Management: evaluate biological control, integrated pest management, and chemical options for managing the pest.
  - Public education and information: prepare material for distribution.
- Recommend that PPQ refer the options and actions to other institutions: states, other federal agencies, or industry groups.

PPQ's DA, in consultation with the PPQ Management Team and the National Plant Board, makes the decision to take action on a pest. The Scientific Liaison Officer reports the recommendations of the Management Team directly to the Incident Commander. Activation of the Scientific Liaison Officer position typically takes place before other General or Command Staff. Once a program is underway, the Scientific Liaison Officer becomes part of the Planning Section, and may or may not become the Chief of that section.

CPHST continues to support the program, through the Scientific Liaison Officer, by:

- Providing technical recommendations for effective *survey*;
- Providing technical recommendations for accurate identification and diagnostics;
- Providing technical recommendations for effective *regulatory* treatments;
- Providing technical recommendations for effective *control* measures;
- Monitoring and refining procedures for using the sterile insect technique, when appropriate.

- Identifying, designing, testing, and recommending equipment that will allow the program to accomplish its objective; and,
- Assessing the need for environmental monitoring.

## **Obtaining Financial Support for the Program**

Unlike agencies responding to conventional emergencies that pose an imminent threat to human life, PPQ responds to emergencies that pose a threat to the economic interests of the agricultural industry and natural resources. Financial support for PPQ programs is derived, in part, from regional contingency funds, administrative contingency funds, and organized “industry groups.” The Commodity Credit Corporation is source of emergency funding, which may require a declaration of emergency by the Secretary of Agriculture. Plant Protection and Quarantine must first make a decision, in such cases, whether or not to proceed with a response. The PPQ Management Team must make that decision, based on science-based risk analyses along with other biological, ecological, economic and sometimes political considerations. The national coordinators work with the IC, SPHD(s), regional emergency program coordinators, and other staffs to develop budget estimates based on program objectives and staffing.

## **Incident Management Teams**

Incident Management Teams (formerly “Rapid Response Teams”; analogous to “first responders”) are comprised of individuals who are trained in functions essential to the appropriate management of an incident. They are first deployed when a new pest has been identified, and they setup the ICS organizational structure by assuming the section chief positions or other duties as required under the command of the IC (SPHD). The Incident Management Teams’ (IMT) goal is to respond immediately to minimize the initial negative effects of an incident, and to curtail as quickly as possible any further negative effects or destruction. In PPQ, these teams are typically deployed after the pest has been identified, the decision to respond and manner of response have been thoroughly investigated, and funding for the program has been identified.

## **Incident Assessment Team**

An Incident Assessment Team, with reporting obligations to the Scientific Liaison Officer in the Planning Section, is essential to deploying the ICS in PPQ. The Incident Assessment Team is a multidisciplinary group with members of Scientific Advisory Panels (SAP), NPAG, CPHST, National Identification Services, Investigation and Enforcement Services, and others, as expertise is needed. The team conducts a site-specific assessment of the pest that may include: determining the best identification procedures for the pest, along with “trace back” and “trace forward” activities, and recommending protocols for containment, control, or eradication. This team of technical

experts operates under the leadership of IC. The team's assessment may take a few days, or several weeks.

### **Legislative and Public Affairs**

The Legislative and Public Affairs staff, within the region or at headquarters, assumes responsibility for providing a competent Public Information Officer for each incident, on-site (when requested).

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## Section 4

# ESTABLISHING THE RESPONSE MANAGEMENT SYSTEM

## All-Hazards Response Process

Incidents are managed at the lowest level required for effectiveness. Coordination involving higher echelons can be managed efficiently through use of a centralized “information clearinghouse,” such as an operations center.

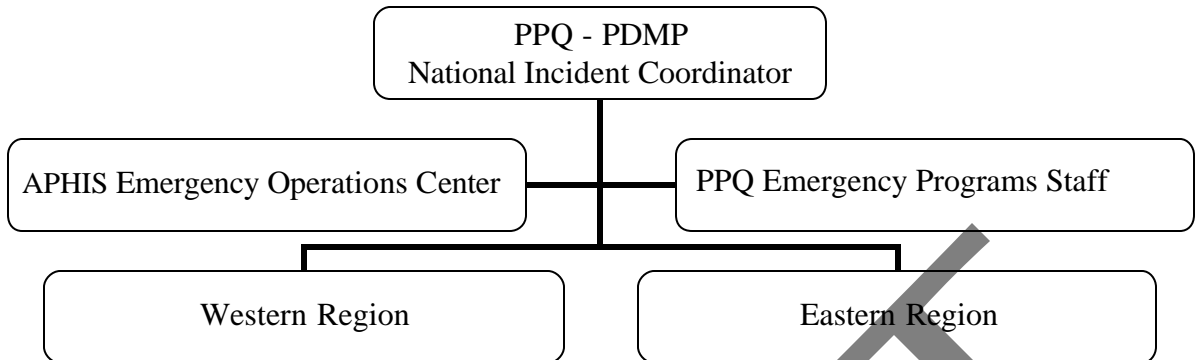
## Incident Command System Structure and Setup

The State Plant Health Directors (SPHD) and State Plant Regulatory Officials (SPRO) have historically handled emergencies as cooperators, consulting and acting as a team. Implementing an ICS does not alter this important relationship. In states in which effective cooperation has been the experience, these entities function as a unified command from the outset of any incident.

There can be as many as three tiers of command in a typical PPQ-ICS setup. The size, scope, and complexity of the incident are the primary factors in determining the most appropriate setup:

1. State Level – if the incident is local and confined to an area within one state, the SPHD becomes the IC, and the SPHD and SPRO, together, become the unified command.
2. Regional Level – if the incident involves multiple states within a region, the regional emergency program coordinator assumes the Area Incident Coordinator post. This is in addition to the state-level ICS setup.
3. National Level – if the incident involves multiple regions, the national emergency response coordinator assumes the National Incident Coordinator post. This is in addition to both the regional and state-level ICS setups.

## Typical PPQ National Incident Management Team



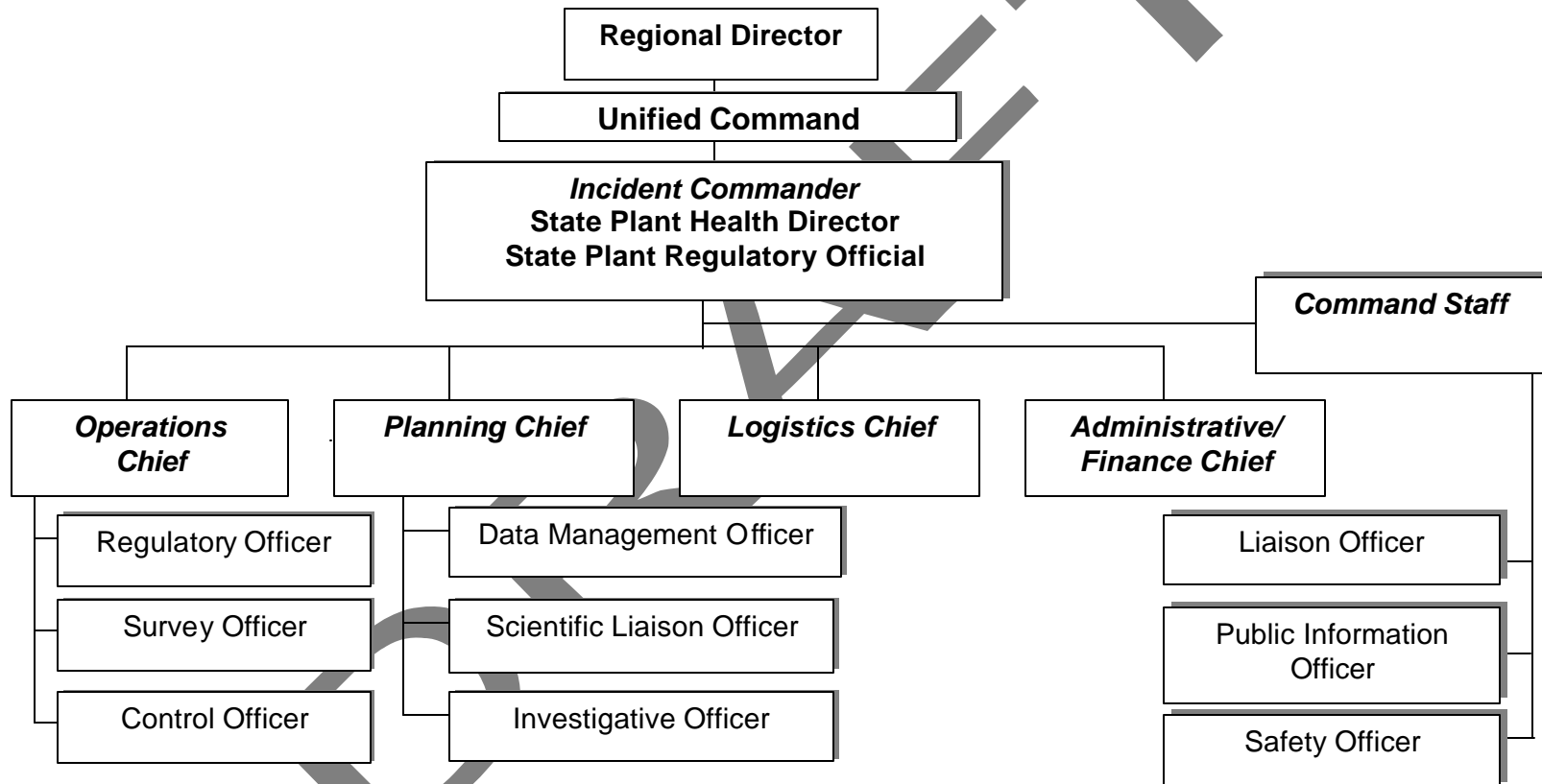
### APHIS National Emergency Operations

The Emergency Program staff of the APHIS Emergency Operations Center should:

- Maintain a current staff roster/recall list including the National Incident Management Team, each Regional organization, Incident Management Teams, SPHDs, SPROs, and other essential personnel.
- Notify the Regional Emergency Coordinator (REC) and Incident Management Teams when receiving a request for assistance; initiate the telephone notification tree.
- Contact personnel as directed by the acting or actual IC.
- Conduct a quarterly recall exercise, notifying the RECs and Incident Management Teams of the results so they can evaluate and improve their preparedness.
- Maintain the operational readiness of the APHIS Emergency Operations Center to ensure maximum communication and coordination capabilities during emergencies.
- Coordinate with other Federal Emergency Operations Centers to ensure continuity and consistency of operations, information, and resources as appropriate.

PPQ regions, and many states, may have Emergency Operations Centers whose responsibilities parallel those listed above.

# PPQ National Incident Management Team



## Section 5

### PLANT PROTECTION AND QUARANTINE INCIDENT COMMAND SYSTEM (PPQ-ICS)

#### Tasks of PPQ - ICS Personnel

##### *Command Staff*

##### **Incident Commander (IC)**

- Moves to the location of the emergency immediately and establishes Incident Command Post (ICP).
- Responsible for all tasks until Command and General Staff are established.
- Planning
  - Directs the first response with State Plant Regulatory Official (SPRO), and other cooperating agencies when appropriate
  - Oversees all aspects of the program until replaced.
  - Delegates authority when necessary.
  - Determines objectives and strategy in dealing with the incident.
  - Establishes immediate priorities.
  - Approves Incident Action Plan.
  - Coordinates activities for all Command and General Staff.
  - Organizes the managing structure of the emergency project.
  - Reviews and enforces provisions of all environmental requirements (environmental assessment [EA], environmental impact statement [EIS]).
  - Orders demobilization of ICS personnel when appropriate.
- Communication
  - Communicates, coordinates, and consults on policy with the appropriate SPHDs, SPROs, the regional office, headquarters, the state, and other cooperating agencies.
  - Conducts staff meetings.
  - Implements, through the Public Information Officer, an effective public information program, in support of PPQ goals and operations. Sets the example for cooperative relations with the press, media, and general public.
  - Keeps Regional and National Coordinators informed of incident status.
  - Authorizes release of information to the news media.
- Logistical
  - Approves all purchases.
  - Develops a list of contacts and cooperators.
  - Approves requests for additional resources, or for the release of resources.
- Operational
  - Assesses the situation and/or is briefed by the prior Incident Commander.
  - Ensures that adequate safety measures are in place.
  - Assumes responsibility for all control and eradication procedures used in the outbreak area.
- Administrative
  - Approves the use of trainees, volunteers, and auxiliary personnel.

- Maintains information regarding the personnel, equipment, and finances available from all sources, including states, for use in controlling and eradicating exotic pests.
- Establishes performance standards, and evaluates employees who serve more than 90 days in a program.

### **Liaison Officer**

- Reports to IC.
- Forms briefing teams with project personnel.
- Schedules and conducts briefings for stakeholder groups, including:
  - Other agencies' personnel;
  - Agricultural associations;
  - Fruit and vegetable commodity groups, organic grower groups;
  - Packers and shippers;
  - Neighborhood garden coordinators;
  - Extension agents;
  - Other stakeholder groups, including special interest groups; and,
  - Human and animal health community.
- Works cooperatively with local and state agricultural officers.
- Acts as clearinghouse for PPQ Command Staff information to other agencies, and from other agencies to PPQ Command.
- Provides additional support as needed.

### **Public Information Officer**

- Reports to IC.
- Forms briefing teams with project personnel.
- Schedules and conducts (with this team) briefings for groups, including:
  - State legislators and U.S. Congress;
  - County supervisors;
  - County health officials;
  - Mayors;
  - City managers;
  - School superintendents; and,
  - Local environmental agencies.
- Holds press briefings as needed (daily, weekly etc.);
- Writes and distributes:
  - Press releases;
  - Media advisories;
  - Answers to media inquiries;
  - Information geared toward general public, including fact sheets, questions and answers; and,
  - Talking points, advisories, questions and answers;
- Conducts special events, photo ops, and project tours for press and local officials.
- Organizes and attends public meetings.
- Clips and distributes relevant media articles daily.



- Organizes and trains phone-bank operators.
- Clears information being distributed by phone-bank.
- Works cooperatively with local and state public information officers.
- Sends copies of press releases to branch Chiefs and the Public Affairs Specialist for information and/or approval.
- Advises the Incident Commander on the release of information to the public.
- Coordinates and assists incident command personnel when it is necessary or desirable for them to be interviewed by the media.
- Coordinates tours and interviews for reporters, state and other federal agencies' personnel, and, on occasion, for foreign visitors.
- Provides additional support as needed.

### **Safety Officer**

- Reports to IC.
- Tours all facilities to ensure that all buildings/facilities are in safe operating condition and free from any environmental threats (radiation exposure, air purity, water quality, etc.).
- Identifies current or potential hazards and proposes solutions to correct problems. Documents locations of all fire extinguishers, emergency pull stations, and evacuation routes and exits.
- Reviews and monitors operational procedures and activities to ensure they are safe. Stops or modifies all unsafe operations.
- Prepares/presents safety briefings for IC and General Staff at appropriate meetings.
- Ensures that all personnel wear appropriate Personal Protective Equipment (PPE).
- Takes responsibility for security issues at incident activity areas.
- Manages safety and health functions such as orientation, training, accident reporting, use of personal protective equipment, property inspections, medical services, and safety and health information.

### **General Staff**

#### **Operations Chief**

- Reports to IC.
- Provides overall direction to the operation section.
- Obtains approved, effective pesticide(s) as recommended by the New Pest Response Guidelines. Requests exemptions, if required.
- Reviews all safety measures, label precautions and directions, and environmental restrictions prior to treatment, and ensures that treatment personnel are properly trained.
- Implements the appropriate treatment(s).
- Arranges for acceptable pesticide storage and disposal sites.
- Arranges and supervises treatment applications.
- Initiates and implements an environmental monitoring program.
- Initiates and implements sterile insect or biological control agent releases, as

appropriate.

- Establishes needs and requests personnel to maintain a continuous treatment program.
- Establishes quality assurance measures for monitoring treatment efficiency.
- Selects an air operations support leader, if appropriate, as soon as possible after program initiation. Ensures that Aircraft and Equipment Operations (AEO) provides oversight for aerial application equipment, calibration, and operation.
- Informs Public Information Officer of treatment activities for dissemination of information to concerned parties, such as industry and the general public.
- Prepares reports on treatment activities, as needed.

#### **Regulatory Officer**

- Reports to Operations Chief.
- Actively seeks compliance with regulations, gathers evidence, and prepares all necessary documents to assist in the prosecution of violators.
- Serves owners or operators with notices regarding operation activities and distributes documents having regulatory force.
- Maintains working relationships with local police, sheriffs, and other law enforcement agents to gain assistance and advice when needed.
- Cooperates with, and seeks advice from PPQ's Legal Advisor in the preparation of Regulatory Enforcement documents.
- Establishes and evaluates quarantine stations as needed.
- Cooperates with the PPQ-ICS Pest Reporting Unit by submitting all required reports in a timely manner for the EMRS, and ensures the reports are accurate and complete.
- Provides orientation and overall direction for the enforcement of regulations, and monitors quarantines and regulated movements for compliance.

#### **Survey Officer**

- Reports to Operations Chief.
- Provides orientation for survey procedures.
- Implements delimiting survey.
- Implements other surveys as required.
- Implement Quality Assurance (QA) protocols for all surveys.

#### **Control Officer**

- Reports to Operations Chief.
- Provides orientation for control procedures.
- Implements and oversees treatment schedules.

#### **Planning Chief**

- Reports to the Incident Commander.
- Updates response guidelines if one exists, or oversees the development of a new plan.
- Collects, evaluates, processes, and disseminates incident information.
- Manages a technically competent staff, including those fluent in:
  - database management;
  - science and technology liaison;
  - data analysis and reporting; and,

- investigative services.

- Collects and processes situation information, including an accurate chronology.
- Provides revisions of program objectives and strategies.
- Identifies need for specialized resources.
- Establishes special information collection activities as necessary.
- Assembles information and proposes alternative strategies, when appropriate.
- Reports any significant changes in incident status.
- Oversees preparation of incident demobilization plan.

#### **Data Management Officer**

- Reports to the Planning Chief.
- Establishes on-site electronic capabilities to support incident activities.
- Deploys equipment for recording program data—including mapping—and provides necessary reports and analysis.
- Trouble-shoots data problems, and works closely with members of the Integrated Pest Management (IPM) community, project Section Leaders, and other staff in all aspects of data collection and analysis for the program.
- Provides Cooperative Agricultural Pest Survey (CAPS) survey data, and ensures data is entered into the National Agricultural Pest Information System (NAPIS).
- Establishes data resource needs, and requests personnel to maintain data management activities.
- Works with the Incident Commander and other Officers to develop field worksheets, or to implement electronic data collection devices suitable for project data collection.
- Ensures the validity of the data collection method and the accuracy of data collected.
- Prepares reports and maps, as needed.

#### **Scientific Liaison Officer**

- Reports to Planning Chief.
- Serves as part of the ICS technical support staff.
- Assembles a panel of scientists who are independent subject matter experts to inform decision makers.
- Develops life-cycle information on the pest, based on biological and meteorological data.
- Sets-up necessary infrastructure for data collection, including hand held devices, mapping, and communications.
- Stays current with the latest technology and methodologies.
- Incorporates improved identification procedures.
- Supports the program's science liaison needs, primarily with CPHST.
- Coordinates procedures with the science panels.

#### **Investigative Officer**

- Reports to the Planning Chief.
- This position may be filled from Investigative Enforcement Services.
- Develops and coordinates activities related to trace-back/trace-forward information,

in cooperation with the Investigative Enforcement Services (IES) or Safeguarding Interception and Trade Compliance (SITC) specialists when appropriate, and develops cases against violators if necessary. Works with Emergency Programs personnel and IES, or SITC (when appropriate) to develop pest pathway analysis based on information gathered in investigations.

- Gathers evidence on possible violations relating to pest introductions.
- Develops cases against alleged violators.

#### **Logistics Chief**

- Reports to IC.
- Arranges for office, parking, storage space, and associated utilities such as electric, water, sewage, and telephone lines for communications and to support computer equipment.
- Purchases or leases the necessary services, supplies, and equipment, to set-up and support project operations. Establishes local blanket purchase arrangements/orders, where appropriate, to support ongoing operational needs. Regional and national emergency caches are used to satisfy immediate needs to the extent available; then standard sources of supply can be used.
- Provides assistance in developing contract specifications when necessary.
- Arranges for computers and communication equipment, e.g., computer hardware and software for word processing, financial systems, electronic mail and internet access, telephone, facsimile machines, and modems.
- Acquires and maintains vehicles and related equipment.
- Prepares and submits associated reports.
- Establishes and maintains an inventory control system for property and supplies.
- Maintains official records for the emergency project.
- At demobilization of a project, makes the proper distribution of the records and correspondence.

#### **Finance/Administrative Chief**

- Reports to IC.
- Acquires permanent employees, and hires temporary employees for both administrative and field positions.
- Maintains accurate personnel records on permanent and temporary employees working on the project.
- Prepares and provides administrative orientation packages and training to employees as they arrive on site.
- Reviews and processes accident reports.
- Continuously monitors the use of resources, and modifies budget estimates in response to changing conditions.
- Arranges for the prompt and accurate payment of salaries, the project's expenses, and authorized compensation to individuals or organizations for economic losses incurred.
- Maintains accurate budget and fiscal records.
- Authorizes travel advances and processes travel vouchers.

## Inter-agency Personnel

When warranted by the size or complexity of the incident, personnel may be acquired from other agencies, in all likelihood through Department of Homeland Security.

### Section 6

## AUTHORS AND REVIEWERS

**Prepared by:** The Incident Command System (ICS) Implementation Team, Plant Protection and Quarantine, Animal and Plant Health Inspection Service, U.S. Department of Agriculture.

ICS Implementation Team:

Osama El-Lissy	Riverdale, MD
Susan E. Ellis	Riverdale, MD
Stephen Poe	Riverdale, MD
John C. Stewart	Raleigh, NC
Mike Stefan	Riverdale, MD
Debbie McPartlan	Riverdale, MD
Tim McNary	Fort Collins, CO
Lynn Goldner	Riverdale, MD
Joel Floyd	Riverdale, MD
William Newton	Raleigh, NC

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