



**DM 1800-001**

**United States  
Department of  
Agriculture**

Office of Homeland Security and Emergency Coordination

# **INCIDENT PREPAREDNESS, RESPONSE, AND RECOVERY**

This page left intentionally blank.

# Table of Contents

<b>CHAPTER 1</b>	<b>INTRODUCTION .....</b>	<b>6</b>
1	<i>Purpose.....</i>	6
2	<i>Cancellations .....</i>	6
3	<i>Special Instructions.....</i>	7
<b>CHAPTER 2</b>	<b>INCIDENT PREPAREDNESS, RESPONSE, AND RECOVERY .....</b>	<b>8</b>
PART 1	NATIONAL RESPONSE STRUCTURE.....	8
1	<i>Background.....</i>	8
2	<i>Roles and Responsibilities.....</i>	8
3	<i>Organizational Structure .....</i>	10
PART 2	USDA RESPONSE OPERATIONS .....	15
1	<i>Background.....</i>	15
2	<i>Incident Response Process.....</i>	15
3	<i>Support of USDA Response .....</i>	16
4	<i>Food and Non-Food Resources .....</i>	18
PART 3	INCIDENT MANAGEMENT COORDINATION .....	22
1	<i>Background.....</i>	22
2	<i>USDA Adoption of NIMS .....</i>	22
3	<i>NIMS Components .....</i>	22
4	<i>Incident Command System and Coordination .....</i>	23
<b>CHAPTER 3</b>	<b>SITUATION REPORTING .....</b>	<b>37</b>
PART 1	INFORMATION REPORTED TO THE SECRETARY.....	37
1	<i>Background.....</i>	37
2	<i>Reporting Requirements.....</i>	37
PART 2	SITUATION REPORTING BY USDA AGENCIES AND STAFF OFFICES.....	42
1	<i>Background.....</i>	42
2	<i>Reporting Requirements.....</i>	42
PART 3	DAILY SITUATION SUMMARY .....	44
1	<i>Background.....</i>	44
2	<i>Reporting Requirements.....</i>	44
<b>CHAPTER 4</b>	<b>NATIONAL RESPONSE FRAMEWORKS/EMERGENCY SUPPORT FUNCTIONS .....</b>	<b>46</b>
1	<i>Background.....</i>	46
2	<i>ESF Notification and Activation .....</i>	46
3	<i>ESF Organization Structure.....</i>	48
4	<i>USDA ESF Responsibilities.....</i>	48
<b>CHAPTER 5</b>	<b>STATE AND COUNTY EMERGENCY BOARDS .....</b>	<b>61</b>
PART 1	STATE EMERGENCY BOARDS .....	61
1	<i>Background.....</i>	61
2	<i>SEB Chairperson.....</i>	61
3	<i>SEB Membership.....</i>	62
4	<i>Participation in Meetings .....</i>	62
5	<i>General Responsibilities.....</i>	63
6	<i>Responsibilities Related to an Incident .....</i>	65
7	<i>Preparation and Planning Responsibilities .....</i>	66
8	<i>USDA ESF Responsibilities.....</i>	67
PART 2	COUNTY EMERGENCY BOARDS .....	80

1	<i>Background</i> .....	80
1	<i>CEB Chairperson</i> .....	80
3	<i>CEB Membership and Responsibilities</i> .....	80
4	<i>Participation in Meetings</i> .....	81
5	<i>General Responsibilities</i> .....	81
6	<i>Reporting Requirements</i> .....	82
<b>CHAPTER 6 CRITICAL INFRASTRUCTURE AND KEY RESOURCES</b> .....		<b>88</b>
1	<i>Background</i> .....	88
2	<i>Sector Specific Agencies</i> .....	89
3	<i>USDA Leadership for SSA Responsibilities</i> .....	89
4	<i>FDS Leadership for SSA Responsibilities</i> .....	90
5	<i>Security Partners</i> .....	91
6	<i>Guiding Frameworks</i> .....	92
7	<i>Interdependencies</i> .....	93
8	<i>Assessing Risks</i> .....	94
9	<i>Reporting Responsibilities</i> .....	95
<b>CHAPTER 7 INCIDENT RESPONSE TRAINING</b> .....		<b>96</b>
1	<i>Background</i> .....	96
2	<i>USDA NIMS Training Requirements</i> .....	96
3	<i>Course Instruction Requirement</i> .....	99
4	<i>Sources of Training</i> .....	103
5	<i>Previous Training</i> .....	103
6	<i>Applying for a Course</i> .....	103
7	<i>Course Documentation and Administration</i> .....	104
8	<i>Testing</i> .....	105
9	<i>Training Certificates</i> .....	105
10	<i>Qualification Process</i> .....	105
<b>CHAPTER 8 EXERCISES</b> .....		<b>108</b>
1	<i>Background</i> .....	108
2	<i>Exercise Types and Tiers</i> .....	109
3	<i>Planning for External Exercises</i> .....	111
4	<i>Participation in External Exercises</i> .....	112
4	<i>Training and Exercise Planning Workshops</i> .....	113
6	<i>Scheduling Exercises</i> .....	114
7	<i>Conducting Exercises</i> .....	114
8	<i>Evaluating Exercises</i> .....	115
 <b>APPENDIX</b>		
	<i>Appendix A Acronymns</i> .....	A-1
	<i>Appendix B Definitions</i> .....	<b>Error! Bookmark not defined.</b>

This Page Left Intentionally Blank

<b>DEPARTMENTAL MANUAL</b>		<b>Number:</b> 1800-001
<b>SUBJECT:</b>  Incident Preparedness, Response, and Recovery	<b>DATE:</b> December 2011	
	<b>OPI:</b> Office of Homeland Security and Emergency Coordination	

**U.S. DEPARTMENT OF AGRICULTURE  
WASHINGTON, D.C. 20250**

**CHAPTER 1**

**INTRODUCTION**

**1. PURPOSE**

The United States Department of Agriculture (USDA) Incident Preparedness, Response, and Recovery Departmental Manual provides guidance on incident preparedness, response, and recovery responsibilities of USDA. The manual describes the organizational structure, and establishes procedures for the implementation of these responsibilities at the national, regional, State, and county levels. Further information on authorities and references can be located in the Departmental Regulation, 1800-001, Incident Preparedness, Response, and Recovery.

**2. CANCELLATIONS**

The U.S. Department of Agriculture Emergency Operations Handbook for USDA State and County Emergency Boards, 1993, and USDA State Emergency Memorandum No. 73, September 26, 1984, are superseded by this manual.

Crisis Response Guidelines for USDA Regional Emergency Staffs, July 1979, is superseded by this manual.

### 3. SPECIAL INSTRUCTIONS

Agencies and offices within USDA should not rely on this Departmental Manual (DM) as their only source of guidance pertaining to incident preparedness, response, and recovery. Agencies and offices should develop their own policies and procedures as to how they will manage preparedness, response, and recovery activities and responsibilities. Any such policies and procedures that are developed should be consistent with the overarching guidance provided in this DM.

## CHAPTER 2, PART 1

### INCIDENT PREPAREDNESS, RESPONSE, AND RECOVERY NATIONAL RESPONSE STRUCTURE

#### 1. BACKGROUND

In responding to incidents as well as assisting with recovery efforts, USDA works within existing laws, regulations, policies and procedures such as those outlined in this chapter. Part 1 of this chapter provides an overview of the national response and recovery structure in which USDA operates while Parts 2 and 3 of this chapter provide additional guidance on USDA's role as well as its management of response and recovery efforts.

Homeland Security Presidential Directive (HSPD) 5 called for a single, comprehensive system to enhance the ability of the United States to manage domestic incidents. The National Incident Management System (NIMS) provides a consistent nationwide template to enable all levels of government, the private sector, and nongovernmental organizations (NGOs) to work together during an incident.

Integrating these NIMS principles into all phases of an incident and throughout all levels of government ensures that all stakeholders have a common set of principles from which to operate during an incident.

A basic premise of the National Response Framework (NRF) is that incidents are generally handled at the lowest jurisdictional level possible.

#### 2. ROLES AND RESPONSIBILITIES

##### a. Local Governments

The responsibility for responding to incidents, both natural and manmade, begins at the local level—with individuals and public officials in the county, city, or town affected by the incident. Local leaders and emergency managers prepare their communities to manage incidents locally.

When a disaster occurs that exceeds the capacity of the local government, or when local resources are not adequate, the State government supplements and facilitates local efforts. If the disaster exceeds the capacity of the State Government to assist the local government, the Governor can request a presidential declaration invoking the Stafford Act.



County Executive Boards (CEBs) and USDA employees working in service centers at the local level will interface with local leaders and emergency managers to assist with planning for response activities as well as assisting with response and recovery efforts.

b. The Private Sector

Private-sector organizations play a key role before, during, and after an incident. USDA will work with members of the private sector including, but not limited to, farmers, ranchers, and private land owners; as well as owners and operators of facilities that process meat, poultry and egg products. Interaction may occur at county/parish level service centers, processing facilities, or at incident response locations.

c. Nongovernmental Organizations (NGOs)

NGOs play enormously important roles before, during, and after an incident. For example, NGOs provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of incident victims. These groups often provide specialized services such as establishing animal shelters following an incident.

USDA agencies should work closely with NGOs to better utilize resources following an incident during response and recovery activities.

d. States, Territories, and Tribal Governments

A primary role of State government is to supplement and facilitate local efforts before, during, and after incidents. The State provides direct and routine assistance to its local jurisdictions through emergency management program development and by routinely coordinating in these efforts with Federal officials.

Under the NRF, the term “State” and discussion of the roles and responsibilities of States typically also include similar responsibilities that apply to U.S. territories and possessions and tribal governments.

The United States has a trust relationship with Indian tribes and recognizes their right to self-government. As such, tribal governments are responsible for coordinating resources to address actual or potential incidents. When local resources are not adequate, tribal leaders seek assistance from States or the Federal Government. For certain types of Federal assistance, tribal governments work with the State, but as sovereign entities they can elect to deal directly with the Federal Government for other types of assistance. In order to obtain Federal assistance via the Stafford Act, a State Governor must request a Presidential declaration on behalf of a tribe.

State governments may work with Federal departments and agencies in preparing for incident response by inclusion in exercises or by forming resources such as joint incident management teams (IMTs). Additionally, the State Emergency Board (SEB) should

interface with State governments to ensure coordination of resources for response and recovery efforts.

State departments of agriculture are usually the primary State agency that work with USDA or its agencies or offices to prepare for or respond to incidents. State departments of agriculture may also work with USDA agencies such as Farm Service Agency (FSA) during the recovery phase following an incident when financial assistance programs may become available.

e. Federal Government

When an incident occurs that exceeds or is anticipated to exceed local or State resources—or when an incident is managed by Federal departments or agencies acting under their own authorities—the Federal Government typically follows the guidance provided in the NRF and its annexes to involve necessary Federal department and agencies, organize the response, and ensure coordination with other response partners.

f. USDA

For the majority of incidents, USDA will provide assistance in accordance with the provisions of the NRF, as appropriate.

Some incidents such as the outbreak of a foreign animal disease may not invoke a Presidential declaration for Federal assistance via the Stafford Act. For these types of incidents, USDA may provide direct Federal-to-Federal assistance to other agencies in accordance with the Financial Management Support Annex of the NRF. USDA may also directly assist State and local governmental entities without involving other Federal agencies.

The size and complexity of an incident will determine the level of involvement for USDA and its offices and agencies. For example, some small incidents may be handled completely by a State department of agriculture without USDA assistance being provided.

### 3. ORGANIZATIONAL STRUCTURE

The NRF provides structures for implementing national-level policy and operational coordination for domestic response. It can be partially or fully implemented in the context of a threat, in anticipation of or in response to an incident. Selective implementation allows for a scaled response, delivery of the exact resources needed, and a level of coordination appropriate to each event.

This section provides an overview of the organizational structure that will be utilized to manage large incidents or to provide coordination and support.

a. Field-Level Response

Local responders will use the NIMS and the Incident Command System (ICS) to manage response operations. The field level response may include the following organizational elements:

- (1) **Single command:** One Incident Commander with the authority for conducting incident operations and responsibility for the management of all incident operations at the incident site.
- (2) **Unified Command:** Unified Command is an ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.
- (3) **Area Command:** An organization established to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged.
- (4) **Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multijurisdictional.

USDA agencies may be involved in local response from the single command level up to a unified area command. For example, an Animal and Plant Health Inspection Service (APHIS) incident management team may be responsible for controlling a small outbreak of plant or animal disease and Forest Service (FS) officials may be part of a unified area command tasked with responsibility of managing multiple wildland fires.

b. Field-level Coordination

Multiagency coordination centers, as defined in NIMS, provide central locations for operational information sharing and resource coordination in support of on-scene efforts. USDA personnel assisting with staffing for these various coordination facilities should keep in mind that no command of an incident(s) is handled by these coordination facilities as command is handled at the incident level. These structures may include:

- (1) **Local Emergency Operations Center (EOC).** When an incident requires significant multiagency coordination at the local level, usually the local EOC is activated. The local EOC coordinates activities with the individual incidents or area command as well as with other local EOCs. The Chairperson of a County Emergency Board may provide assistance to a local EOC, if requested.
- (2) **State Emergency Operations Center (EOC).** At the State EOC, requests from multiple jurisdictions are coordinated and prioritized. If the State officials cannot fulfill resource requests, they can use intrastate and interstate mutual aid and

assistance agreements. In addition, statewide private-sector and nongovernmental organizations may help fulfill needs. The State EOC coordinates with other States through agreements and compacts such as the Emergency Management Assistance Compact (EMAC). The State EOC may also coordinate with Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) for Federal representation in the EOC. The majority of State EOCs are organized by Emergency Support Functions (ESFs), so staffing will be handled by the leads for the ESFs for which USDA serves as the coordinator and/or primary agency (ESF4 and ESF11).

- (3) **Joint Field Office (JFO).** The JFO is the primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector businesses and nongovernmental organizations with primary responsibility for response and recovery. As with State EOCs, USDA may be asked to provide representatives for the JFO in support of the NRF.

c. Regional-Level Coordination

At the regional level, Federal interagency resource coordination and multiagency incident support are provided by the Regional Response Coordination Centers (RRCCs). RRCCs are located in each of the 10 FEMA regions.

USDA will support the response from the regional level by staffing the appropriate ESF desks within the RRCC.

USDA personnel assisting with staffing for regional-level coordination facilities should keep in mind that these facilities provide coordination functions and do not become involved in the command or control of an incident/incidents.

d. National-Level Response

The President leads the Nation in responding effectively and ensuring the necessary coordinating structure, leadership, and resources are applied quickly and efficiently to large-scale incidents. The Homeland Security Council (HSC) and National Security Staff (NSS) advise the President on national strategy and policy during large-scale incidents. The HSC and NSC ensure coordination for all homeland and national security-related activities among executive departments and agencies and promote effective development and implementation of related policy. USDA personnel assisting with staffing national-level coordination facilities should keep in mind that these facilities provide coordination functions and do not become involved in the command or control of an incident/incidents.

The following entities assist with coordination of response activities following an incident:

- (1) **National Operations Center (NOC).** The NOC is the primary national hub for situational awareness and operations coordination across the Federal Government for incident management. The NOC provides the Secretary of Homeland Security and other principals with information necessary to make critical national-level incident management decisions. USDA, through its Operations Center, provides situation reporting to the NOC.
- (2) **National Response Coordination Center (NRCC).** The NRCC, a component of the NOC, is FEMA's primary operations center responsible for national incident response and recovery as well as national resource coordination.

During an incident, the NOC-NRCC operates on a 24/7 basis or as required to:

- Monitor potential or developing incidents.
- Support the efforts of regional and field components, including coordinating the preparedness of national-level emergency response teams and resources.
- Initiate mission assignments or reimbursable agreements to activate other Federal departments and agencies (in coordination with RRCCs).
- Activate and deploy national-level specialized teams.

USDA will support the response from the national level by staffing the appropriate ESF desks within the NRCC.

- (3) **National Infrastructure Coordinating Center (NICC).** The NICC monitors the Nation's critical infrastructure and key resources on an ongoing basis. During an incident, the NICC provides a coordinating forum to share information across infrastructure and key resources sectors through appropriate information-sharing entities such as the Information Sharing and Analysis Centers and the Sector Coordinating Councils.
- (4) **National Military Command Center (NMCC).** The NMCC is the Nation's focal point for continuous monitoring and coordination of worldwide military operations. It directly supports combatant commanders, the Chairman of the Joint Chiefs of Staff, the Secretary of Defense, and the President in the command of U.S. Armed Forces in peacetime contingencies and war. Structured to support the President and Secretary of Defense effectively and efficiently, the Center participates in a wide variety of activities such as Defense Support of Civil Authorities (DSCA) activities.
- (5) **National Counterterrorism Center (NCTC).** The NCTC serves as the primary Federal organization for integrating and analyzing all intelligence pertaining to terrorism and counterterrorism and for conducting strategic operational planning by integrating all instruments of national power.
- (6) **Strategic Information and Operations Center (SIOC).** The Federal Bureau of Investigation (FBI) SIOC is the focal point and operational control center for all Federal intelligence, law enforcement, and investigative law enforcement activities

related to domestic terrorist incidents or credible threats, including leading attribution investigations.

## CHAPTER 2, PART 2

### INCIDENT PREPAREDNESS, RESPONSE, AND RECOVERY USDA RESPONSE OPERATIONS

#### 1. BACKGROUND

USDA agencies provide a wide range of response and recovery capabilities related to incidents. In preparing and responding to incidents, USDA agencies operate under their established incident response policies and the NRF with support from USDA.

This part provides an overview of the incident response and recovery process but does not include detailed agency/office information. USDA agencies and offices should ensure that they have current procedures in place to provide guidance on how they will prepare for and respond to incidents. The information provided in this part provides more detailed guidance and support for the national response structure outlined and discussed in Part 1 of this chapter.

#### 2. INCIDENT RESPONSE PROCESS

##### a. Authorities and Policy

To carry out incident management responsibilities during or following an incident, the Secretary of Agriculture will utilize the provisions of this DM, individual agency/office policies and the NRF and NIMS.

In accordance with Part 2 of EO 12656, the Secretary of Agriculture has appointed the Director of the USDA Office of Homeland Security and Emergency Coordination (OHSEC) to serve as the USDA Emergency Coordinator, responsible for developing and maintaining a multiyear, national emergency preparedness plan for the Department to include objectives, programs, and budgetary requirements.

USDA will use present authorities and existing legislation to adjust and operate agricultural programs following incidents and natural disasters.

##### b. Working with Other Federal Departments and Agencies

At the national and regional levels, USDA works with DHS and FEMA officials as well as other applicable Federal departments and agencies, including the Department of Defense and the U.S. Agency for International Development (USAID).

FEMA, in accordance with the NRF, coordinates the overall Federal response when a disaster declaration is issued in accordance with the Stafford Act. In these instances, the

SEBs and CEBs would provide assistance and support to the ESF regional coordinators, as needed.

c. State and County Emergency Boards

The SEBs and CEBs contribute to incident response by assisting with situation reporting and coordination of resources in all 50 States (covering associated Territories and/or Possessions) along with representation in all U.S. counties, parishes, and similar political subdivisions.

- (1) The SEB and CEB structure will be utilized to assist with the coordination of the response and recovery activities within a particular State with the exception of those being managed by agencies with existing mobilization systems.
- (2) During or following an incident, SEB and/or CEB members may be requested to assist State and local governments in coordination of a response at the respective level.

3. SUPPORT OF USDA RESPONSE

To support USDA agencies at all levels when responding to incidents, USDA has established the following roles, responsibilities, and processes.

a. National Headquarters

- (1) The USDA Operations Center will provide support for preparation and response operations prior to, during and following an incident until the situation is determined to be under control.
- (2) USDA agencies will provide information on their activities to the USDA Operations Center and a status report will be prepared for the Secretary of Agriculture and senior staff to keep them apprised of all USDA response activities.
- (3) It is essential during and following incidents that adequate communications be established and maintained both within USDA and with departments, agencies and entities outside of USDA. The USDA Office of Communications has the responsibility for managing the overall public communication process for USDA, except for wildland fires which are the responsibility of the Forest Service (FS).

(a) Specific responsibilities of the USDA Office of Communications include:

- 1 Providing leadership, expertise, counsel and coordination for developing communications strategies which are vital to the overall formulation, awareness, and acceptance of USDA programs and policies and serves as



the principal USDA contact point for the dissemination of consistent, timely information.

- 2 Providing communications policy direction, review, and coordination of all public information programs;
- 3 Maintaining the flow of information, and providing a liaison between USDA and the mass communication media, State and local governments, stakeholders, and the public;
- 4 Operating and managing the USDA Joint Information Center (JIC) and in the event of an incident that requires a coordinated Federal response. USDA JIC responsibilities would include:
  - a Serving as the Department's representative to the DHS in the implementation of the NRF, ESF15, External Affairs
  - b Serving as the Department's representative to DHS in providing the support specified in the NRF Public Affairs Support Annex, and
  - c Serving as the Department's representative to the DHS for the communications responsibilities specified in the NRF Food and Agriculture Incident Annex and/or participation in the National JIC during emergencies, if activated.

(b) It is the responsibility of other agencies within USDA to assist with communications during incidents by:

- 1 Providing personnel support to the Director, Office of Communications, in the management and operation of the USDA Joint Information Center during and after incidents, as required.
- 2 Providing copies of all emergency related agency-specific communications plans and points of contact to the Director, Office of Communications.

b. SEBs

- (1) Upon notification of an incident, the SEB Chairperson will contact the SEB membership and the CEB Chairpersons directly impacted by the incident and apprise them of the situation.
- (2) The SEB Chairperson should be able to coordinate with the ESF4 and ESF11 representatives in the State EOC and/or JFO, if activated.
- (3) Each SEB member agency will provide a situation report to the Chairperson, who in turn, will prepare a report using SEB and CEB inputs, and send the report to the FSA National Office.
- (4) If SEB members cannot contact their Chairperson, they will send their reports directly to the FSA National Office. If the FSA National Office is unavailable, then the USDA Operations Center should be contacted.
- (5) If no communications are available, continue to collect information until communications are reestablished.

c. CEBs

- (1) Upon notification of an incident, the CEB Chairperson will contact the membership and apprise them of the situation. Reports should be prepared and forwarded immediately to the SEB Chairperson.
- (2) When the CEB is activated, the CEB Chairperson will provide support to the local or county EOC, if requested, by designating a liaison to coordinate with other public officials in the EOC.
- (3) The CEB Chairperson will respond to the SEB requirements.
- (4) If the CEB members cannot contact their Chairperson, they will send their reports directly to the appropriate SEB Chairperson or directly to the FSA National Office Center if it is not possible to contact the SEB Chairperson. If the FSA National Office is unavailable, then the USDA Operations Center should be contacted.
- (5) If no communication is available, CEB members shall continue to collect information until communication has been reestablished.

4. FOOD AND NON-FOOD RESOURCES

a. Food, Feed, Seeds and Fertilizer Facility Listings

FSA's Food, Feed, and Seed Facility Listings and Fertilizer Facility Listings are an inventory of critical food processing, storage, and distribution facilities along with mills, grain storage facilities, seed processors, fertilizer manufacturers, and agricultural production resources facilities that would be essential to the United States during or following an incident. The listings may also be used for assessing post-attack operating capabilities of facilities. Facility data has been entered on the listing by Group, Standard Industrial Classification, Alphabetical Category, Construction Codes, and Capacity. The listings are reviewed and updated annually by State and county FSA offices. New facilities are added to the FSA Facility Listings by county FSA offices as they occur.

- (1) These listings enable personnel to assess the vulnerability of these industries during or following an incident.
- (2) The facility listings are updated annually and provided to FEMA for the National Emergency Critical Resource Database.
- (3) USDA also participates in the FEMA Key Assets List Program.

b. Emergency Water

USDA is responsible for developing plans and programs, in coordination with the United States Army Corps of Engineers (USACE), for use of water for USDA Rural Development (RD) financed rural water systems, agricultural production and food

processing during or following an incident. FSA, Natural Resource Conservation Service (NRCS), and FS have been designated as the responsible USDA agencies. Decisions to operate the emergency water plans will be made at the national level by USACE. Established priorities for emergency water include:

- Rural water systems for human consumption;
- Drinking water for livestock and poultry;
- Water for food processing;
- Water for irrigation, in accordance with food priorities; and
- Water for fire control: urban and rural/forest.

c. Agriculture Priorities and Allocations System

The Defense Production Act (DPA) of 1950 authorizes the President to (1) establish priorities under contracts which the President deems necessary or appropriate to promote the national defense and (2) to allocate materials, services, and facilities in such manner, upon such conditions, and to such extent as he shall deem necessary or appropriate to promote the national defense. “National defense” includes “emergency preparedness” activities under the Stafford Act (which include both preparedness and response) and “critical infrastructure protection and restoration,” which is defined as “any systems and assets, whether physical or cyber-based, so vital to the United States that the degradation or destruction of such systems and assets would have a debilitating impact on national security, including, but not limited to, national economic security and national public health or safety.” The Act is triggered by a determination by the President or other designated entity that action is necessary to promote national defense. Under the DPA and EO 12919, USDA has jurisdiction for food, food resource facilities, distribution of farm equipment, and commercial fertilizer.

The Agriculture Priorities and Allocation System (APAS), implements the authorities established in the DPA by establishing a procedure for the prioritization of contracts over other respective contracts to ensure timely delivery of an item that has been deemed necessary only in times of emergency or to promote the U.S. national defense. Within USDA, authority to administer APAS is delegated to the FSA. FSA Administrator will coordinate APAS implementation and administration through the Director, USDA Office of Homeland Security. Before APAS was implemented, USDA entered into various MOU’s with Department of Commerce (DOC) and DHS that authorize them to place priority ratings on contracts for items under the jurisdiction of USDA. Even with the implementation of APAS, USDA will continue to collaborate with DOC, Department of Defense (DOD), and DHS through MOU’s to ensure these Departments can meet their emergency response requirements. USDA published the proposed rule for APAS implementation in May 2011.

Governments and/or private industry can request from USDA that a priority rating authorization be granted on a contract for items that will provide them the means to meet the requirements of maintaining or restoring national defense operations. Priority contracts require a vendor/supplier to fill the order before all other unrated orders. In

addition, it provides the vendor/supplier with legal protection from other customers without rated orders with respect to timeliness of filling their other unrated orders.

The Secretary of Homeland Security has pre-approved two categories of programs that enable USDA to issue priority contracts without first receiving concurrence from DHS. They are:

- (1) Programs involving food and food resources processing and storage in support of emergency preparedness activities conducted pursuant to Title VI of the Robert T. Stafford Disaster Relief and Emergency Assistance Act,
- (2) Programs to protect or restore the agriculture and food system from terrorist attacks, major disasters, and other emergencies.

The Secretary of Defense has pre-approved one program that enables USDA to issue priority contracts without first receiving concurrence from DOD. This pre-approved program concerns the placement of priorities for Food Resources (combat rations) for the DOD.

The broad authority granted under the DPA over civilian contracting is limited when it comes to establishing controls over general distribution of materials (allocations) in the civilian marketplace, i.e., government-imposed rationing. Allocation authority would be used only when there is insufficient supply of a material, service, or facility to satisfy national defense supply requirements through the use of priorities authority or when the use of the priorities authority would cause a severe and prolong disruption in the supply of materials, services or facilities available to support normal U.S. economic activities. The Secretary is authorized under Executive Order 12919 to make this finding for allocations for the resources for which he has delegated authority and it must be submitted to the President for approval through the Assistant to the President for National Security Affairs.

DOC has extensive experience using its priorities authority but has not used its allocation authority in more than 50 years. APAS is expected to primarily be used for prioritizing contracts and to a much lesser extent for making allocations.

d. Commodity Credit Corporation

The Commodity Credit Corporation (CCC) is a U.S. Government corporation that funds programs administered by FSA, for the purpose of stabilizing, supporting, and protecting farm income and prices and to assist in maintaining adequate supplies of agricultural commodities. During or following an incident, CCC assets may be used to:

- Manage commodity inventories to assure that the commodities are available.
- Guarantee or make emergency loans to firms to continue processing, storage, and wholesale distribution of food and the distribution and use of feed and seed.

- Guarantee or make emergency loans to continue the mixing and distribution of fertilizer, the distribution of farm equipment, and other agricultural supplies.
- Guarantee payment to firms authorized by USDA to provide a commodity under USDA jurisdiction, or a related service.

e. Record Keeping

FSA State and county offices are directed to place critical agricultural records in the appropriate SEB or CEB record file in their respective offices. Copies of FSA's Food, Feed, and Seed Facility Listings and Fertilizer Facility Listings along with Geographic Information System (GIS) based maps of their locations are provided to each FSA State office annually by the National FSA Office to be included in the SEB record files. The SEB Chairpersons will act as custodian for the record files in the FSA State and county offices and ensure that this information is provided to the appropriate EOC, if requested. This information will also be provided to the USDA Operations Center, as required.

Each USDA agency that is a primary member of the SEB is responsible for providing the SEB Chairperson with a copy of their incident preparedness and response procedures along with any records providing information on that agency's available incident response resources that could be provided in the event of an incident. Special attention should be paid to providing copies of any sensitive or classified records or data that might be viewed by unauthorized persons.

## CHAPTER 2, PART 3

### INCIDENT PREPAREDNESS, RESPONSE, AND RECOVERY INCIDENT MANAGEMENT AND COORDINATION

#### 1. BACKGROUND

HSPD-5 signed by the President on February 28, 2003, directed the development and administration of NIMS. NIMS provides a consistent nationwide approach for Federal, State, tribal and local governments to work effectively and efficiently together to prepare for, respond to, and recover from incidents, regardless of cause, size, or complexity.

#### 2. USDA ADOPTION OF NIMS

It is essential that USDA agencies and their personnel be prepared to respond to incidents of any size. By utilizing the principles of NIMS, USDA can provide a more coordinated and well-organized response.

#### 3. NIMS COMPONENTS

NIMS contains the following major components that work together as a system to provide the national framework for preparing for, preventing, responding to, and recovering from incidents and natural disasters, regardless of cause, size, or complexity:

- a. **Preparedness.** Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.
- b. **Communications and Information Management.** Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communications and information systems.

- c. **Resource Management.** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to identify requirements for, order and acquire, mobilize, track and report, recover and demobilize, reimburse for, and inventory resources.
- d. **Command and Management.** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs: Incident Command System, Multiagency Coordination System, Public Information.
- (1) **Incident Command System (ICS).** ICS is a standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.
- (2) **Multiagency Coordination (MAC) Systems.** MAC systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are EOCs and MAC Groups. These systems assist agencies and organizations responding to an incident.
- (3) **Public Information.** Public information encompasses the processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Additional information about NIMS can be accessed at the following Web sites:

- FEMA National Integration Center at [www.fema.gov/emergency/nims](http://www.fema.gov/emergency/nims)
- NRF Resource Center at [www.fema.gov/nrf](http://www.fema.gov/nrf)

#### 4. INCIDENT COMMAND SYSTEM AND COORDINATION

In preparing for and responding to incidents, USDA agencies and offices shall incorporate the NIMS principles and processes into their incident management procedures and plans.

All incidents shall be managed utilizing ICS as outlined in NIMS. Agencies and offices may also utilize ICS to manage large events.

a. ICS ORGANIZATION

In an ICS organization, there is no correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures. Someone who serves as a supervisor every day may not hold that title when deployed under an ICS structure and may be subordinate to someone they supervise on a day-to-day basis. The GS level of a particular employee is not factored into what position they may hold within an ICS structure established for an incident or event.

The Incident Commander (IC) performs all major ICS Command and General Staff responsibilities unless these functions are delegated and assigned. As illustrated in Figure 2.1, an ICS organization generally includes:

- Command Staff: Public Information Officer, Liaison Officer, Safety Officer
- General Staff: Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief

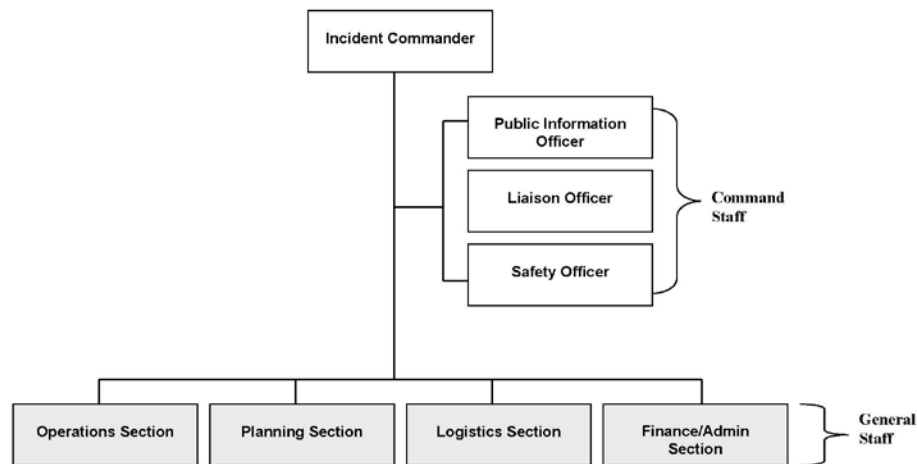


Figure 2.1 – ICS Organization

Table 2.1 provides an overview of the primary functions of the primary ICS positions.



**Table 2.1 – Primary Functions of Major ICS Positions**

Major ICS Positions	Primary Functions
Incident Commander or Unified Command	<ul style="list-style-type: none"> <li>• Have clear authority and understand agency policy.</li> <li>• Ensure incident safety.</li> <li>• Establish Incident Command Post (ICP).</li> <li>• Set priorities, and determine incident objectives and strategies to be followed.</li> <li>• Establish ICS organization needed to manage the incident.</li> <li>• Approve Incident Action Plan (IAP).</li> <li>• Coordinate Command and General Staff activities.</li> <li>• Approve resource requests and use of volunteers and auxiliary personnel.</li> <li>• Order demobilization as needed.</li> <li>• Ensure after-action reports are completed.</li> </ul>
Public Information Officer	<ul style="list-style-type: none"> <li>• Determine, according to direction from the IC, any limits on information release.</li> <li>• Maintain contact with USDA EOC and provide updated information as appropriate.</li> <li>• Develop information for use in press/media briefings.</li> <li>• Obtain IC’s approval of news releases.</li> <li>• Conduct periodic media briefings.</li> <li>• Arrange for tours and other interviews or briefings as required.</li> <li>• Monitor and forward media information that may be useful to incident planning.</li> <li>• Maintain current information summaries and/or displays on the incident.</li> <li>• Make information about the incident available to incident personnel.</li> <li>• Participate in Planning Meetings.</li> </ul>
Liaison Officer	<ul style="list-style-type: none"> <li>• Assemble agency information for use in answering requests for information and resolving problems.</li> <li>• Provide assisting and cooperating agency input as necessary.</li> <li>• Keep cooperating and assisting agencies informed of planning actions.</li> <li>• Provide assisting and cooperating agencies’ input into the demobilization process and supply demobilization information at least one operational period prior to demobilization.</li> </ul>
Safety Officer	<ul style="list-style-type: none"> <li>• Identify and mitigate hazardous situations.</li> <li>• Ensure safety messages are communicated and briefings take place.</li> <li>• Exercise emergency authority to stop and prevent unsafe acts.</li> <li>• Review the IAP for safety implications.</li> <li>• Assign assistants qualified to evaluate special hazards.</li> <li>• Initiate preliminary investigation of accidents within the incident area.</li> <li>• Review and approve the Medical Plan.</li> <li>• Participate in Planning Meetings.</li> </ul>

**Table 2.1 – Primary Functions of Other ICS Positions**

Other ICS Positions	Primary Functions
Deputies	<p>The IC may have one or more Deputies. An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, a Deputy IC must be able to assume the IC's role. Following are three reasons to designate Deputies:</p> <ul style="list-style-type: none"> <li>• To perform specific tasks as requested by the IC.</li> <li>• To perform the Incident Command function in a relief capacity (e.g., to take over the next operational period).</li> <li>• To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.</li> </ul> <p>The Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief, and Branch Directors may also have one or more Deputies.</p>
Assistants	<p>The Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO) may have Assistants, as necessary. The Assistants may represent assisting agencies or jurisdictions, or simply assist in managing the workload associated with the position.</p> <ul style="list-style-type: none"> <li>• Assistant PIOs may be assigned to the field or Joint Information Center or assigned to handle internal information.</li> <li>• Assistant SOs may have specific responsibilities, such as aviation, hazardous materials, etc.</li> <li>• Assistant LNOs may coordinate with specific Agency Representatives or groups of representatives.</li> </ul> <p>The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.</p>
Technical Specialists	<p>Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.</p> <p>While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:</p> <ul style="list-style-type: none"> <li>• Meteorologists.</li> <li>• Environmental Specialists.</li> <li>• Flood Control Specialists.</li> <li>• Fuels and Flammable Vegetation Specialists.</li> <li>• Hazardous Substance Specialists.</li> <li>• Animal Disease Specialists.</li> <li>• Continuity Specialists.</li> </ul> <p>For qualification purposes, a Technical Specialist does not have to complete Position Task Books.</p>

<b>Table 2.1 – Primary Functions of Other ICS Positions (Continued)</b>	
<b>Other ICS Positions</b>	<b>Primary Functions</b>
Agency Representatives	<p>An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency’s participation at the incident.</p> <p>Agency Representatives report to the Liaison Officer or to the IC in the absence of a Liaison Officer.</p> <p>Major responsibilities of the Agency Representative are to:</p> <ul style="list-style-type: none"> <li>• Ensure that all of their agency resources have completed check-in at the incident.</li> <li>• Obtain briefing from the LNO or the IC.</li> <li>• Inform their agency personnel on the incident that the Agency Representative position has been filled.</li> <li>• Attend Planning Meetings as required.</li> <li>• Provide input to the planning process on the use of agency resources unless resource Technical Specialists are assigned from the agency.</li> <li>• Cooperate fully with the IC and the Command and General Staffs on the agency’s involvement at the incident.</li> <li>• Oversee the well-being and safety of agency personnel assigned to the incident.</li> <li>• Advise the LNO of any special agency needs, requirements, or agency restrictions.</li> <li>• Report to agency dispatch or headquarters on a prearranged schedule.</li> <li>• Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.</li> <li>• Ensure that all required agency forms, reports, and documents are complete prior to departure.</li> <li>• Have a debriefing session with the LNO or the IC prior to departure.</li> </ul>

b. Area Command

An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations. An Agency Administrator or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command.

An Area Command is established either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large incident that involves multiple ICS organizations, such as would likely be the case for incidents that are not site-specific, geographically dispersed, or evolve over longer periods of time (e.g., a bioterrorism event). In this sense, acts of biological, chemical, radiological, and/or nuclear terrorism represent particular challenges for the traditional ICS structure and will require extraordinary coordination between Federal, State, tribal, local, private-sector, and nongovernmental organizations.

Area Command may also be used when there are a number of incidents in the same area and of the same type, such as two or more hazardous material (HAZMAT) or oil spills, and fires. These represent incidents that may compete for the same resources. When incidents do not have similar resource demands, they are usually handled separately and are coordinated through an EOC. If the incidents under the authority of the Area Command are multijurisdictional, then a Unified Area Command should be established.

For incidents involving a response by USDA, Area Command may be considered, especially as the number of incidents increases within a given area. For example, multiple outbreaks of a plant disease or multiple wildfires may be more effectively managed by establishing an area command.

Area Command should not be confused with the functions performed by an EOC. An Area Command oversees management of the incident(s), while an EOC coordinates support functions and provides resources support.

c. Unified Command

Unified Command is a collaborative team-effort process that allows agencies and entities with responsibility for an incident to establish a common set of incident objectives that all can subscribe to. It can be accomplished without losing or abdicating agency authority, responsibility, or accountability.

The ICs within a Unified Command make joint decisions and speak as one voice. If there is a disagreement, it is worked out among the ICs within a Unified Command.

The exact composition of the Unified Command structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required).

When a Unified Command is established, it will most often involve departments and agencies external to USDA. For example, a Unified Command established for a food recall incident would involve external agencies such as Food and Drug Administration and Center for Disease Control in addition to Food Safety Inspection Service (FSIS).

Table 2.2 describes how Unified Command applies in the following incident elements: authorities, policies, objectives, and strategies; organization; resources; and operations.

**Table 2.2 – Applying Unified Command**

<b>Element</b>	<b>Description</b>
<p>Authorities, Policies, Objectives, and Strategies</p>	<p>In single command, authority and responsibility for an IC to manage an incident or event comes in the form of a delegation of authority from the agency executive or Administrator of the jurisdiction of occurrence, or is inherent in existing agency policies and procedures. In Unified Command, the responsibility for delegating authority belongs to the various jurisdictional and agency executives or Administrators who set policy and are accountable to their jurisdictions or agencies. They must appropriately delegate to the Unified ICs the authority to manage the incident. Given this authority, the Unified ICs will then collectively develop one comprehensive set of incident objectives, and use them to develop strategies.</p>
<p>Organization</p>	<p>The Unified Command organization consists of the ICs from the various jurisdictions or agencies with statutory jurisdiction operating together to form a single command structure. Typically, this will consist entirely of local ICs representing their respective jurisdictions or agencies. On complex Type* 1 or 2 incidents, the Unified Command may include ICs that have been mobilized through a Federal, State, tribal, or municipal mobilization system combined with the local ICs representing the local jurisdictions or functional agencies.</p>
<p>Resources</p>	<p>For Type* 3, 4, or 5 incidents, resources in the ICS Unified Command are generally the personnel and equipment supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility. In larger Type 1 or 2 incidents, local agency resources may be supplemented by additional resources mobilized for the incident through Federal, State, tribal, or municipal mobilization systems.</p>
<p>Operations</p>	<p>Under Unified Command in ICS a single Operations Section Chief is responsible for all tactical operations. The Unified ICs must agree as to who the Operations Section Chief will be. The Operations Section Chief is selected by the Unified ICs and typically is the most qualified available person or a member of the agency with the most operational involvement. In either alternative, resources stay under the administrative and policy control of their agencies, but operationally they respond to mission assignments under the coordination and direction of the Operations Section Chief based on the requirements of the IAP. As in single command incidents the use of Deputies or Branch Directors may be assigned as appropriate.</p>

\* FEMA has defined incident types based on several characteristics.

<http://training.fema.gov/EMIWeb/IS/ICSResource/assets/IncidentTypes.pdf>

#### d. USDA COORDINATION GROUPS

Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs. In order to facilitate the acquisition and prioritization of resources, USDA utilizes several organizations whose primary functions include coordination in addition to communications and situation reporting oversight.

The following organizations are maintained and utilized at the Departmental level by USDA, when needed, to provide for coordination of USDA resources to assist with response efforts related to large scale incidents.

##### (1) USDA Multiagency Coordination Group (MAC)

A high level of structured coordination among the USDA Agencies is essential to preparedness and response to incidents. Accordingly, the Secretary of Agriculture or his or her designee may initiate a USDA MAC Group to formulate and execute Departmental policies, identify and allocate critical resources, and identify and resolve issues that are common to all participating agencies to guide USDA's implementation of the President's Direction and Strategies and supporting Federal protocols for interagency collaboration.

The USDA MAC Group provides a forum to discuss actions to be taken to ensure that an adequate number of resources are available to meet anticipated needs, and to allocate those resources most efficiently during periods of competition for limited resources. The USDA MAC Group will provide for:

- Situation assessment;
- Incident prioritization;
- Resource acquisition and allocation;
- Departmental rapid response coordination;
- Accurate factual information for use by the MAC Group and agency heads to successfully attain objectives in emergency response and media communication; and
- Identification and resolution of issues common to all parties.

In consultation with the OHSEC Director, the Secretary will issue a memorandum activating the USDA MAC Group and providing appropriate delegation of authority to the MAC Group members.

Agency Administrators and Chiefs, by virtue of the executive positions they occupy in their respective agencies, have the authority to support an emergency declared or actions undertaken by the Secretary of Agriculture. They may direct the movement of personnel and equipment under their jurisdictions to maximize the strategic response functions of detection, control and containment of an event.

Table 2.3 outlines the roles and responsibilities of the members and support staff that make up the USDA MAC Group.

Multi-agency coordination for wildland fires will be handled by the National MAC Group for wildland fires and associated geographical MAC Groups. If necessary, any communications and coordination regarding wildland fires with the USDA MAC Group will be managed by the FS.

- (a) A MAC Group usually meets prior to each operational period during an incident. After analyzing current situational information, the group establishes priorities and disseminates this information for implementation in operational plans. In emergencies that are more complex, the MAC Group may choose to establish support positions that work for the MAC Group Coordinator, and in some cases under the direction of the MAC Group Chair.
- (b) For each meeting of the USDA MAC Group, a set of objectives should be developed. The following objectives can be used as a guideline.
  - Identification and resolution of issues (proactive);
  - Establishment of priorities;
  - Allocation and re-allocation of scarce or limited resources;
  - Provide and recommend direction to subordinate MAC Groups if applicable; and
  - Determine the need for Contingency Plans as appropriate.
- (c) Depending on the type of incident for which the USDA MAC Group was activated, any of the following decision models may be used and selected.
  - Make a collaborative decision and assign responsibility/expectation (estimated date).
  - Delegate a decision with expectations to a MAC Group member, the Coordinator, or member of the staff.
  - Defer decision for consideration at a later date (e.g. defer for more information or defer for further development of fire situations).
  - Determine that the issue is outside the scope of our responsibility. Defer issue to appropriate organization or individual.

**Table 2.3 - USDA Multiagency Coordination Group**

<b>Position</b>	<b>Roles and Responsibilities</b>
Secretary of Agriculture	<ul style="list-style-type: none"> <li>● Appoint MAC Group chair.</li> <li>● Makes decision to activate the MAC Group.</li> </ul>
Agency Administrators and Chiefs	<ul style="list-style-type: none"> <li>● Appoint MAC Group members.</li> <li>● Review for approval the MAC Group decision documents that direct the release of resources previously assigned to the MAC group.</li> <li>● Support MAC Group decisions.</li> </ul>
MAC Group Chair	<p>The MAC Group Chair will be appointed by the Secretary. The MAC Group Chair will have the responsibility for making the decision to convene the MAC Group. The MAC Group Chair will:</p> <ul style="list-style-type: none"> <li>● Determine the need for additional MAC Group representation beyond USDA.</li> <li>● Resolve disagreements between Agency Administrators, Chiefs and MAC Group involving interpretations of fact.</li> <li>● Sign all documents involving MAC Group decisions.</li> </ul>
MAC Group Coordinator	<p>The MAC Group can be supported by a designated person who executes MAC Group Coordination/Facilitation functions. This role should only be assigned when the Coordinator serves as a facilitator to the multiagency decision making process by organizing and accomplishing the mission, goals and direction of the MAC Group. The Coordinator provides expertise in obtaining and summarizing multiagency information to facilitate collective decisions at the MAC Group level and implementation of agencies' priorities.</p> <p>The USDA OHSEC Director will serve as the USDA MAC Group Coordinator. The Coordinator facilitates MAC Group meetings, supervises the MAC Group staff, and ensures implementation of MAC Group decisions. The Coordinator may delegate the following responsibilities to any MAC support staff as appropriate. Some of the common responsibilities include:</p> <ul style="list-style-type: none"> <li>● Identifying issues needing MAC Group attention;</li> <li>● Obtaining appropriate intelligence necessary to support MAC Group activities;</li> <li>● Ensuring timely acquisition and dissemination of accurate information relative to incident status, threats and projections of needs as requested to support MAC Group activities;</li> <li>● Ensuring that sufficient staff is available to support MAC Group activities;</li> <li>● Ensuring adequate and timely identification of specialists needed to support MAC Group activities;</li> <li>● Facilitating MAC Group meetings and schedule;</li> <li>● Ensuring MAC Group decisions are communicated and implemented through established channels;</li> <li>● Maintaining permanent records of MAC Group activities;</li> <li>● Staffing and supervising necessary element and support positions within the MAC Group in accordance with workload and situation complexity. These positions may include display processors, recorders, and documentation personnel, ground support personnel, (i.e., drivers), facilities and/or other logistic support personnel as needed;</li> <li>● Managing the MAC Group facility and ensuring adequate equipment, communications, and infrastructure are available to execute MAC Group functions;</li> <li>● Facilitating the MAC Group decision-making process by ensuring development and display of information that provides MAC Group</li> </ul>



**Table 2.3 - USDA Multiagency Coordination Group**

<b>Position</b>	<b>Roles and Responsibilities</b>
	<p>Representatives/Members a common operating picture and overall decision support information; and</p> <ul style="list-style-type: none"> <li>● Ensuring methods and processes are in place to document formal proceedings, maintain records (conference calls and meeting minutes, etc.), and distribute copies of documentation to all MAC Group representatives.</li> </ul>
MAC Group Members	<p>MAC Group members are authorized by their respective Agency Administrators and Chiefs to commit agency/office resources and their agencies/offices to actions agreed to during MAC Group deliberations. MAC Group member functions include:</p> <ul style="list-style-type: none"> <li>● Establish priorities for incidents by an agreed upon set of criteria;</li> <li>● Determine specific resource requirements for an incident from each Agency/Office;</li> <li>● Anticipate and identify future resource needs;</li> <li>● Establish priorities for allocation of resources among incidents;</li> <li>● Identify and resolve issues common to all parties;</li> <li>● Develop procedures to implement decisions;</li> <li>● Re-allocate resources among incidents when necessary due to shortages within the system;</li> <li>● Initiate special actions to alleviate resource shortages to meet anticipated demands;</li> <li>● Keep Agency/Office Administrators and Chiefs informed of the situation and of MAC Group decisions;</li> <li>● Inform cooperating partners of the situation and of MAC Group decisions;</li> <li>● Maintain a dialog with the Agency/Office Administrators and Chiefs;</li> <li>● Provide factual information, both internally and externally;</li> <li>● Consider legal/fiscal implications;</li> <li>● Review need for participation by other agencies; and</li> <li>● Critique and recommend improvements to MAC Group operations.</li> </ul>
MAC Group Liaisons	<p>Representatives from participating or cooperating departments /agencies (external/internal), as well as from agencies with an interest, may serve as liaisons to the MAC Group. They may also participate in briefings, and routinely receive, (via email), briefing materials/notification.</p>
MAC Group Advisors	<p>Technical specialists, scientists, professionals, and legal representatives may provide professional advice and counsel to the MAC Group; and may participate in MAC Group deliberations at the request of the MAC Group chair. The USDA Emergency Coordination Group will serve as MAC Group Advisors. Duties include:</p> <ul style="list-style-type: none"> <li>● Providing professional and technical information from their specialty areas relating to the situation.</li> <li>● Receiving and providing information to assist the MAC Group members in making their decisions.</li> </ul>
MAC Support Staff	<p>A MAC Group may require its own internal support and administrative organization in order to sustain mission accomplishment. The number and skills of support personnel will vary by incident complexity, activity levels, and other factors identified through agreements or preparedness plans. It may be useful to designate a lead person such as the MAC Group Coordinator and to create an organizational structure for this function. This may be done as a preparedness</p>

**Table 2.3 - USDA Multiagency Coordination Group**

<b>Position</b>	<b>Roles and Responsibilities</b>
	<p>activity. Support staff may include International and Domestic Coordination Groups, USDA, APHIS and FSIS Operations Centers and/or Local Ordering Points. Some of the more common internal support and sustainment requirements may include:</p> <ul style="list-style-type: none"> <li>● Facilitating flow of intelligence information needed to support MAC Group activities;</li> <li>● Facilitating flow of MAC Group decisions to field units, Incident Management Teams and Rapid Response personnel as appropriate;</li> <li>● Implementing actions associated with MAC Group decisions as may be appropriate to the dispatch system;</li> <li>● Providing accurate information relative to incident status, threats and projections of needs as requested to support MAC Group activities;</li> <li>● Implement actions associated with MAC Group decisions as may be appropriate to the IMT or Rapid Response Personnel;</li> <li>● Ensuring internal logistics, resupply, servicing, and maintenance are adequate for the situation;</li> <li>● Ensuring real property management and services pertaining to facilities, overflow workspace requirements and facility cleanliness are adequate for the situation;</li> <li>● Ensuring computer network system support, and technical assistance of software and applications are adequate for the situation;</li> <li>● Ensuring all communications including radio and telecommunications are adequate for the situation;</li> <li>● Performing administrative support tasks such as answering phones, developing written documents and meeting minutes, preparing briefing rooms, developing and formatting presentations, and updating maps, status boards, notification rosters and call logs;</li> <li>● Reserving conference call times for required briefings, and provides schedule and access information to all participants;</li> <li>● Preparing and maintaining a filing system for all MAC Group Support activities; and</li> <li>● Maintaining and updating mailing lists used to send decision documents and other information.</li> </ul> <p>The following functions may be assigned to the support staff as needed following activation of a MAC Group.</p> <ul style="list-style-type: none"> <li>● Finance and Accounting Function;</li> <li>● Information (Situation Assessment) Function;</li> <li>● Intelligence/Investigation Information;</li> <li>● JIC Public Information Function;</li> <li>● Geospatial Function;</li> <li>● Resource Coordination (Mobilization/Dispatch Function);</li> <li>● Specialized Technician; and</li> <li>● Aviation Coordination Function.</li> </ul>

(2) USDA Emergency Coordination Group.

The USDA Emergency Coordination Group assists with the coordination of Department-wide activities for the prevention, protection, response and recovery from incidents, including those under the authorities of USDA and the NRF.

The USDA Emergency Coordination Group is chaired by the Director of OHSEC or a designee, and includes as its members representatives from each agency/staff office.

The USDA Emergency Coordination Group will meet regularly and may also be convened to facilitate coordination of prevention, protection, response and recovery activities.

The members of the group are referred to as Emergency Coordinators. Emergency Coordinators may be appointed by agencies/staff offices, or at any organizational level of the Department (including coordinators for ESF4, ESF11 and ESF14), where prevention, protection, response or recovery programs exist and require coordination. Emergency Coordinators and, at a minimum, two alternates (to the extent possible, one not in the National Capital Area), are to be designated in writing by each agency/staff office head to the Director, USDA OHSEC.

The duties of an Emergency Coordinator (including alternates), include, but are not limited to:

- Serving as liaison to the Department on prevention, protection, response and recovery activities and representing their agency/staff office on the USDA Emergency Coordination Group.
- Coordinating the completion of agency/staff office situation reports and information requests from the Office of the Secretary.
- Coordinating with Continuity of Operations (COOP) points of contact for their respective agency/staff office during an emergency situation that requires the deployment of staff to emergency relocation facilities.
- Assisting the OHSEC with planning for national level exercises and certain regional exercises.
- Being willing to work a flexible schedule (including hours outside of a normal work schedule including weekends) from any location.
- Participating in Department-wide planning, preparation, exercise, training, and after-action activities to ensure sufficient capability to respond during incidents.

Individuals serving as an Emergency Coordinators (including alternates) should meet the following criteria:

- Have sufficient visibility within their agency/staff office to effectively coordinate activities during incidents.
- Be able to communicate effectively, both verbally and in writing.

- Have taken as a minimum, the following training courses
  - IS-700.a: Introduction to the National Incident Management System (NIMS)
  - IS-800.b: National Response Framework (NRF), An Introduction

The USDA OHSEC maintains the USDA Emergency Coordination Group roster and provides the roster to the USDA Operations Center for coordination of incidents.

### (3) USDA Homeland Security Mission Area Group

The USDA Homeland Security (HS) Mission Area Group is comprised of agency officials with responsibility for homeland security activities. The group meets on a regular basis to coordinate USDA homeland security activities and to discuss agency activities, particularly those pertaining to critical infrastructure and key resources.

Members of the HS Mission Area Group provide a monthly report on their agency's congressional activity; National Terrorism Advisory System (NTAS) activity; White House National Security Staff activity; regulatory activity; Secretarial disaster declarations; media activity; current homeland security projects; and pending Office of the Inspector General (OIG) or Government Accountability Office (GAO) reports on homeland security.

## CHAPTER 3, PART 1

### SITUATION REPORTING INFORMATION REPORTED TO THE OFFICE OF THE SECRETARY

#### 1. BACKGROUND

The USDA Operations Center receives information from a variety of government and non-governmental sources. Depending on the source and type of information, the USDA Operations Center forwards this information to OSEC during duty and non-duty hours in the form of e-mails, reports, or voice notifications.

#### 2. REPORTING REQUIREMENTS

a. Information is placed in one of three categories based on the relative importance and impact of the information:

(1) **Group 1:** Significant and time-sensitive items are relayed by telephone on a 24/7 basis with immediate follow up by e-mail. All pertinent details of Group 1 information should be telephonically communicated from the USDA Operations Center to the following:

- Deputy Chief of Staff, who will determine the need for the USDA Operations Center to notify the Chief of Staff
- Director, OHSEC, who will determine the need for the USDA Operations Center to notify the Assistant Secretary for Administration.
- Deputy Director, OHSEC
- Assistant to the Director, OHSEC
- Chief, Emergency Programs Division
- Deputy Chief, Emergency Programs Division
- Chief, Resilience and Preparedness Division

(2) **Group 2:** Event information forwarded as e-mail Spot Reports as they occur.

(3) **Group 3:** Event information reported in a Daily Situation Summary transmitted via e-mail by 9:00 a.m. Eastern each business day.

When appropriate, the USDA Operations Center will subsequently notify others via e-mail or telephone as approved.

- b. The information contained in the communication categories (1-3) is divided according to significance and time sensitivity. Sample reporting criteria are presented in Table 3.1. Information presented in Table 3.1 is not a comprehensive list of information and is intended to be representative of information received and transmitted by the USDA Operations Center.

<b>Table 3.1 – Sample Reporting Criteria</b>	
<b>Group 1:</b>	<b>Significant and time-sensitive items relayed by telephone on a 24/7 basis with immediate follow up by e-mail.</b>
Personnel Accountability: <ul style="list-style-type: none"> <li>• Death or life-threatening injury to an employee during performance of duties;</li> <li>• Fatalities or serious injury to multiple employees or visitors on USDA-managed lands; or</li> <li>• Emergencies involving USDA employees on official duty outside the U.S., including incidents attracting media or diplomatic attention.</li> </ul>	
Security Incidents Directed at USDA Personnel: <ul style="list-style-type: none"> <li>• White powder incidents affecting USDA employees (not USDA facilities).</li> <li>• Arrests of USDA personnel at USDA facilities, while on duty, or related to performance of duties.</li> </ul>	
Incidents including, but not limited to, natural or man-made emergency incidents affecting USDA-managed lands or facilities that cause, or may cause, severe or significant damage, impact employee or visitor use, or degrade the ability to provide USDA services: <ul style="list-style-type: none"> <li>• Major structural fires, structural failures, or other impacts to USDA facilities;</li> <li>• Earthquakes in the United States affecting any USDA facility or employees;</li> <li>• Floods affecting USDA facilities or employees;</li> <li>• Tornadoes affecting any USDA facilities or employees;</li> <li>• Oil and hazardous substances incidents on or impacting USDA-managed lands with releases of more than 500 gallons of oil or 100 gallons of other hazardous substances, or with the potential for significant damage to USDA-managed lands, facilities or resources;</li> <li>• USDA-related aircraft incident, on USDA managed lands, or involving USDA or USDA-contracted aircraft, resulting in the loss of life or total loss of aircraft; or</li> <li>• Wildland fires impacting any USDA facilities.</li> </ul>	

**Table 3.1 – Sample Reporting Criteria**

Threats, attempted sabotage, or actual terrorist activity directed against USDA facilities, at USDA personnel, or on USDA managed lands:

- Sabotage or attempted sabotage to a USDA laboratory;
- White Powder Incident at USDA facility or on USDA-managed lands;
- Security breaches at USDA facilities;
- Suspicious packages at USDA facilities;
- Threat to a USDA facility;
- Bomb threat to a USDA facility;
- Loss of Nuclear Regulatory Commission regulated radiological material from a USDA facility;
- Threats, attempted sabotage, or terrorist activity directed against resources and infrastructure on USDA-managed lands; or
- Suspicious loss or theft of USDA vehicles (including aircraft, boats, and buses), or law enforcement, (including credentials, uniforms, weapons).

Office Closures:

- Mission critical offices closed for any reason.
- Non-mission critical facilities closed for 2 business days or more.

Selected Continuity of Government (COG)/COOP notifications including activations of any Continuity of Operations Plans for USDA facilities with national significance.

Threats or damage from natural disasters, terrorism, or technological emergencies impacting food and agriculture sector critical infrastructure/key resources.

Information regarding threatened or actual demonstrations or protest activity that may impact critical infrastructure/key resources, the food and agriculture sector, or USDA mission critical facilities.

Emergencies affecting USDA regulated facilities.

Border closings.

Any emergency/homeland security incident potentially resulting in significant national media interest (i.e., terrorist event, explosion, or catastrophic loss of life):

- White powder incidents;
- Terrorism incidents/hostage incidents/shootings;
- Earthquakes in the United States with a magnitude of 6.0 or greater;
- Tsunami, tsunami watch or warning for any U.S. state or territory;
- Earthquake in the Western Hemisphere with a magnitude of 6.5 or greater; or
- Earthquake, anywhere in the world, with a magnitude of 7.0 or greater.

<b>Table 3.1 – Sample Reporting Criteria</b>	
<b>Group 2:</b>	<b>Event information forwarded as e-mail spot reports as they occur.</b>
<p>Emergency Response Activations:</p> <ul style="list-style-type: none"> <li>• Activations of State and/or county Emergency Boards;</li> <li>• Activation of the Advisory Team for Environment, Food and Health (A-Team);</li> <li>• Activations of ESFs to support the NRCC, RRCC, JFOs and /or other deployments under Stafford Act mission assignments; or</li> <li>• Activation of JICs established to support preparedness, response, or recovery.</li> </ul>	
USDA-related aircraft incident, on USDA managed lands, or involving USDA or USDA-contracted aircraft, which does not result in the loss of life or total loss of aircraft.	
Warnings, alerts, waivers, or advisories issued by USDA to the public or other government agencies related to incidents, including wildland fires.	
Warnings of natural disasters or other emergencies that threaten USDA facilities, and infrastructure and preparedness measures taken in response to such threats.	
<b>Group 3:</b>	<b>Event information reported in a Daily Situation Summary transmitted via e-mail by 9:00 a.m. Eastern each business day.</b>
<p>Tropical Weather System:</p> <ul style="list-style-type: none"> <li>• Tropical depression strength or stronger in the Atlantic or Caribbean west of 30° West Longitude.</li> <li>• Tropical depression strength or stronger in the Pacific east of 135° West longitude or anywhere in the Pacific expected to impact a U.S. State or territory within five (5 ) calendar days.</li> </ul>	
Preparedness activities in advance of notice incidents/events (e.g., hurricanes and National Special Security Events).	
Participation in emergency response exercises.	



**Table 3.1 – Sample Reporting Criteria**

Activities in support of incidents, emergencies and major disasters including, but not limited to:

- Activities of ESFs at the NRCC, RRCC, JFOs and/or other deployments under mission assignments.
- Activities at JICs established to support preparedness, response, or recovery.
- Warnings, alerts, waivers, or advisories issued to the public or other government agencies by USDA related to incidents, including wildland fires.
- Warnings of natural disasters or other emergencies that threaten USDA – facilities, and infrastructure and preparedness measures taken in response to such threats.
- Disaster Supplemental Nutrition Assistance Program (D-SNAP) authorizations.
- Presidential Declarations, including updates.
- Secretarial Declarations.
- Declarations of Extraordinary Emergencies (USDA Secretary).
- Quarantine designations.
- FSA Determination of Physical Loss Notifications.

Significant wildland fire information not available through the National Interagency Coordination Center at [www.nifc.gov/nicc](http://www.nifc.gov/nicc).

## CHAPTER 3, PART 2

### SITUATION REPORTING SITUATION REPORTING BY USDA AGENCIES AND OFFICES

#### 1. BACKGROUND

USDA agencies and staff offices provide information on major emergency activities that they are involved in, or affected by, to the USDA Operations Center in a daily Situation Report (SITREP) or, as the incident/event unfolds, in the form of a SPOT report. The USDA Operations Center uses the information from the daily Situation Reports and/or SPOT reports to prepare a Daily Situation Summary (DSS) for the Office of the Secretary. The DSS provides an overview of the major emergency and non-emergency activities or issues being addressed by the Department or its agencies. The OHSEC is the lead coordinator for domestic incidents. The FAS is the lead coordinator for international incidents.

#### 2. REPORTING REQUIREMENTS

- a. USDA agencies and staff offices report to the USDA Operations Center information on the types of incidents/events listed in Table 3.1. Information reported includes impacts to USDA personnel/facilities and ability to meet the USDA mission. All agency/staff office SITREPs are submitted using the standard format provided by OHSEC. Negative reports are not required.
- b. Who is Responsible for Reporting
  - (1) Domestic Incidents - The designated Emergency Coordinator at the national level of each USDA agency or staff office is responsible for obtaining necessary information from within their respective agency or staff office and submitting that information to the USDA Operations Center by the close of business daily. This product is referred to as the agency/office SITREP.
    - (a) SPOT reports are provided as initial reports of significant no-notice incidents or to update daily reports when significant incident information changes. Initial reports of no-notice incidents to the USDA Operations Center may be telephonic, and should be followed up with written reports transmitted electronically (fax or e-mail) as soon as the situation allows.
    - (b) The National Coordinators for ESFs where USDA is a Coordinating or Primary Agency are responsible for ensuring reports of ESF activities are submitted. This information may be included in the agency/staff office SITREP or may be

submitted separately using the standard ESF reporting format utilized by the National ESF Coordinator.

- (2) International Incidents - The designated agency/staff office Country Team member is responsible for obtaining necessary information from within their respective agency or staff office and submitting that information to the USDA Operations Center. The FAS is responsible for identifying reporting criteria for international incidents and emergencies. Information on international incidents or emergencies provided to the USDA Operations Center is included in the Daily Situation Summary. Negative reports are not required.
  - (a) SPOT reports are provided as initial reports of significant no-notice incidents or to update daily reports when significant incident information changes. Initial reports of no-notice incidents to the USDA Operations Center may be telephonic, and should be followed up with written reports transmitted electronically (fax or e-mail) as soon as the situation allows.
  - (b) Agency/staff office Country Team members review reporting criteria, reporting schedule and reporting termination with the FAS.

## CHAPTER 3, PART 3

### SITUATION REPORTING DAILY SITUATION SUMMARY

#### 1. BACKGROUND

The USDA Operations Center uses the information from the USDA agency/staff office daily SITREPs to prepare a DSS for the Office of the Secretary. The DSS provides an overview of the major emergency and non-emergency activities or issues being addressed by the Department or its agencies/staff offices.

#### 2. REPORTING REQUIREMENTS

##### a. Preparation of Daily Situation Summary

The DSS is prepared by the USDA Operations Center for release by 9:00 a.m. each business day. Information in the DSS is compiled from SITREPs, as well as SPOT reports, received each business day by the close of business from the USDA agencies and staff offices. The DSS adheres to a standardized format for consistency.

The DSS will be made available to the following individuals/entities:

- Secretary of Agriculture
- Deputy Secretary of Agriculture
- USDA Under Secretaries
- Office of Congressional Relations
- Office of Intergovernmental Affairs
- USDA MAC Group(s) for the incident
- USDA Emergency Coordinators
- USDA Office of Communications
- Members of the FAS Country Team when international incidents are reported.
- FS National Fire Desk

When approved for release outside of the USDA, applicable elements of the DSS will be made available to the following entities:

- DHS National Operations Center (NOC)
- DHS National Infrastructure Coordination Center (NICC)
- National Interagency Fire Center (NIFC)
- FEMA COOP Office

The USDA Operations Center maintains archived copies of all DSSs for reference and use upon request.

## CHAPTER 4

### NATIONAL RESPONSE FRAMEWORK/EMERGENCY SUPPORT FUNCTIONS

#### 1. BACKGROUND

The Federal Government and many State governments organize much of their resources and capabilities—as well as those of certain private-sector and nongovernmental organizations—under the ESFs of the NRF. Not all State ESFs will follow the same numbering process utilized at the Federal level.

ESFs are a critical mechanism to coordinate functional capabilities and resources provided by Federal departments and agencies, along with certain private-sector and nongovernmental organizations. The ESFs serve as the primary coordination mechanism to provide assistance in functional areas such as transportation, communications, public works and engineering, firefighting, mass care, housing, human services, public health and medical services, search and rescue, hazardous materials response, agriculture and natural resources, energy, and public safety and security.

#### 2. ESF NOTIFICATION AND ACTIVATION

ESFs may be selectively activated for both Stafford Act and non-Stafford Act incidents under circumstances as defined in HSPD-5. Not all incidents requiring Federal support result in the activation of any or all ESFs.

##### a. Stafford Act Incidents

The NRCC or RRCC may activate specific ESFs by directing appropriate departments and agencies to initiate the initial actions delineated in the ESF Annexes.

FEMA can deploy assets and capabilities through ESFs into an area in anticipation of an approaching storm or event that is expected to cause a significant impact and result. This coordination through ESFs allows FEMA to position Federal support for an accelerated response, though actual assistance cannot normally be provided until the Governor requests and receives a Presidential major disaster or emergency declaration.

When activated, ESFs may be deployed to:

- Headquarters. At FEMA headquarters, the ESFs support decision-making and coordination of field operations within the NRCC.

- Region and Field. The ESFs deliver a broad range of technical support and other services at the regional level in the RRCCs and at the field level at the JFO.

b. Non-Stafford Act Incidents

Federal departments and agencies routinely manage the response to incidents under their statutory or executive authority that do not require the assistance of other Federal agencies. For USDA, an example of this would be a response to an outbreak of an exotic plant pest or disease where the response to the incident would not require resources beyond what can be provided by the Department.

When a Federal department with primary responsibility and authority for handling an incident requires assistance beyond what the department has capability for, the department may request DHS coordination of Federal multiagency assistance. In such cases, DHS coordinates assistance using the procedures and structures within the NRF. Generally, the requesting agency funds the participation of other Federal departments and agencies in accordance with provisions of the Economy Act unless other pertinent authorities exist.

- (1) To initiate Federal-to-Federal support, the requesting department submits a request for assistance to the DHS Executive Secretary via the NOC. Requests include a summary of the situation, types and amount of resources needed, financial information, and any other appropriate details.
- (2) Upon approval of the request, the Secretary of Homeland Security issues an operations order to the NOC. The NOC, through the NRCC, coordinates the activation of the appropriate ESFs. The Secretary of Homeland Security designates a Federal Resource Coordinator (FRC) to manage Federal resource support. In circumstances requiring extraordinary coordination, the DHS Secretary may appoint a Principal Federal Official to serve as his or her representative in the field.
- (3) The requesting department designates a senior official to work in coordination with the FRC as part of the Unified Coordination Group to identify and define specific support requirements.
- (4) The requesting department also provides comptrollers to the NRCC, RRCC, and JFO, as appropriate, to oversee financial management activities.
- (5) An RRCC may be fully or partially activated to facilitate the deployment of resources until a JFO is established. Facilities, such as mobilization centers, may be established to accommodate personnel, equipment, and supplies.
- (6) Other Federal departments and agencies provide resources under interagency reimbursable agreements or their own authorities.

- (7) Once established, the JFO serves as the focal point for coordinating Federal assistance to the requesting department and incident command structures on-scene.
- (8) As the need for full-time interagency coordination at the JFO decreases, the Unified Coordination Group plans for selective release of Federal resources, demobilization, and closeout.

If there are needs that cannot be addressed under USDA or other Federal agency authorities, the President may elect to declare that a major disaster or emergency exists, in accordance with the provisions of the Stafford Act. The NRF is the mechanism for coordinating Federal response under a Stafford Act declaration.

### 3. ESF ORGANIZATIONAL STRUCTURE

#### a. ESF COORDINATOR

The ESF coordinator has management oversight for that particular ESF. The departments/agencies serving as ESF coordinators are identified in Table 4.1.

#### b. PRIMARY AGENCIES

ESF primary agencies are Federal agencies with significant authorities, resources, or capabilities for a particular function within an ESF. A Federal agency designated as an ESF primary agency serves as a Federal executive agent under the Federal Coordinating Officer (or Federal Resource Coordinator for non-Stafford Act incidents) to accomplish the ESF mission.

#### c. SUPPORT AGENCIES

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF.

### 4. USDA ESF RESPONSIBILITIES

Within USDA, the ESF Coordinator responsibilities are delegated to the FS for ESF4 and to the APHIS for ESF11 and each agency has appointed a national ESF coordinator. FSA and RD share responsibility as the Primary Agency for ESF14.

For ESF4 and ESF11, the FS and APHIS, respectively, have identified ESF coordinators within each of the FEMA regions. These ESF coordinators staff the RRCC and JFO(s) when requested. In addition, the FS and APHIS provide staffing for the NRCC when it is



activated. For ESF14, FSA and RD provide staffing as required to address issues related to ESF14.

The national level ESF coordinators coordinate closely with the OHSEC and provide updates as necessary through the reporting process identified in Chapter 3 of this DM. In addition, these national level ESF coordinators assist with planning for national level exercises.

**Table 4.1 – Emergency Support Functions and ESF Coordinators**

<b>Emergency Support Function</b>	<b>ESF Coordinator</b>
ESF #1 – Transportation	Department of Transportation
ESF #2 – Communications	DHS (National Communications System)
ESF #3 – Public Works and Engineering	Department of Defense (U.S. Army Corps of Engineers)
<b>ESF #4 – Firefighting</b>	<b>U.S. Forest Service (USDA)</b>
ESF #5 – Emergency Management	DHS (FEMA)
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services	DHS (FEMA)
ESF #7 – Logistics Management and Resource Support	General Services Administration and DHS (FEMA)
ESF #8 – Public Health and Medical Services	Department of Health and Human Services
ESF #9 – Search and Rescue	DHS (FEMA)
ESF #10 – Oil and Hazardous Materials Response	Environmental Protection Agency
<b>ESF #11 – Agriculture and Natural Resources</b>	<b>Animal and Plant Health Inspection Service (USDA)</b>
ESF #12 – Energy	Department of Energy
ESF #13 – Public Safety and Security	Department of Justice
ESF #14 – Long-Term Community Recovery	DHS (FEMA)
ESF #15 – External Affairs	DHS

**Table 4.2 – Emergency Support Functions for Which USDA Serves as the ESF Coordinator or Primary Agency**

ESF	Purpose	Support Agencies	USDA Responsibilities
4	<p>Emergency Support Function (ESF) #4 – Firefighting provides Federal support for the detection and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, an incident requiring a coordinated Federal response for assistance.</p> <p>ESF4 manages and coordinates firefighting activities, including the detection and suppression of fires on Federal lands, and provides personnel, equipment, and supplies in support of State, tribal, and local agencies involved in wildland, rural, and urban firefighting operations.</p>	<p>Department of Commerce (National Weather Service)                      Department of Defense                      Department of Homeland Security (U.S. Coast Guard and U.S. Fire Administration)                      Department of the Interior                      Department of State                      Environmental Protection Agency</p>	<p>As the ESF Coordinator and Primary Agency, the U.S. Forest Service:</p> <ul style="list-style-type: none"> <li>• Provides qualified representatives to serve as ESF4 coordinators at the national and regional/area levels;</li> <li>• Provides support personnel at the NRCC and RRCC/JFO levels;</li> <li>• Requests assistance from supporting agencies as necessary to accomplish ESF4 responsibilities;</li> <li>• Provides logistics support through the applicable Geographic Area Coordination Center(s) (GACC) and/or NICC for mobilizing resources for firefighting;</li> <li>• Assumes full responsibility for suppression of wildfires burning on National Forest System lands and joins in a unified command with the local jurisdiction on incidents threatening National Forest System lands;</li> <li>• Provides and coordinates firefighting assistance to other Federal land management, State forestry, tribal and local fire organizations as requested under the terms of existing agreements and the National Response Framework;</li> <li>• Arranges for direct liaison with State EOCs, local EOCs, and fire chiefs in the designated area, as appropriate, to coordinate requests for firefighting assistance in structural or industrial fire detection, protection, and suppression operations; and</li> <li>• Provides information to the Planning Section at the incident and the JFO as assessments of fire-caused damages are obtained.</li> </ul>

**Table 4.2 – Emergency Support Functions for Which USDA Serves as the ESF Coordinator or Primary Agency (Continued)**

ESF	Purpose	Support Agencies	USDA Responsibilities
11	<p>Emergency Support Function (ESF) #11 – Agriculture and Natural Resources supports State, tribal, and local authorities and other Federal agency efforts to provide nutrition assistance; control and eradicate, as appropriate, any outbreak of a highly contagious or economically devastating animal/zoonotic (i.e., transmitted between animals and people) disease, or any outbreak of an economically devastating plant pest or disease; ensure the safety and security of the commercial food supply; protect natural and cultural resources and historic properties (NCH) resources; and provide for the safety and well-being of household pets during an emergency response or evacuation situation.</p> <p>The appropriate FEMA Regional Office activates ESF11 at the regional level (RRCC/JFO) and the FEMA National Headquarters activates ESF11 at the NRCC for incidents requiring a coordinated Federal response and the availability of support for one or more of these roles/functions.</p>	<p>Department of Agriculture                      Department of Commerce                      Department of Defense                      Department of Energy                      Department of Health and Human Services                      Department of Homeland Security                      Department of the Interior                      Department of Justice                      Department of Labor                      Department of State                      Department of Transportation                      Environmental Protection Agency                      General Services Administration                      National Archives and Records Administration                      U.S. Postal Service                      Advisory Council on Historic Preservation                      American Red Cross                      Heritage Emergency National Task Force</p>	<p>As the ESF Coordinator and one of the Primary Agencies, the Animal and Plant Health Inspection Service:</p> <ul style="list-style-type: none"> <li>• Assists with outbreaks of plant and animal diseases according to FEMA direction in areas where APHIS is an SME;</li> <li>• Coordinates veterinary and wildlife response;</li> <li>• Supports DHS/FEMA with household pet response together with ESF6, ESF8, ESF9, and ESF14; and</li> <li>• Coordinates with ESF8.</li> </ul> <p>Food and Nutrition Service:</p> <ul style="list-style-type: none"> <li>• Determines nutritional assistance needs;</li> <li>• Obtains appropriate food supplies;</li> <li>• Arranges transportation for food supplies; and</li> <li>• Authorizes D-SNAP benefits.</li> </ul> <p>Food Safety Inspection Service:</p> <ul style="list-style-type: none"> <li>• Performs inspection and verification of meat, poultry, and egg products;</li> <li>• Conducts food-borne disease surveillance;</li> <li>• Coordinates recall and tracing of adulterated products;</li> <li>• Coordinates disposal of contaminated food products; and</li> <li>• Provides inspectors and laboratory services.</li> </ul> <p>The other Primary Agency, Department of the Interior:</p> <ul style="list-style-type: none"> <li>• Protects natural and cultural resources, and historic properties.</li> </ul>

**Table 4.2 – Emergency Support Functions for Which USDA Serves as the ESF Coordinator or Primary Agency (Continued)**

ESF	Purpose	Support Agencies	USDA Responsibilities
14	<p>Emergency Support Function (ESF) #14 – Long-Term Community Recovery provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments, nongovernmental organizations (NGOs), and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. ESF14 accomplishes this by identifying and facilitating availability and use of sources of recovery funding, and providing technical assistance (such as impact analyses) for community recovery and recovery planning support.</p>	<p>Department of Commerce                      Department of Defense                      Department of Energy                      Department of Health and Human Services                      Department of the Interior                      Department of Labor                      Department of Transportation                      Department of the Treasury                      Environmental Protection Agency                      Corporation for National and Community Service                      Delta Regional Authority                      American Red Cross                      National Voluntary Organizations Active in Disaster</p>	<p>Farm Service Agency and Rural Development are assigned the responsibility by USDA to jointly represent USDA as the primary agency.</p> <p>Farm Service Agency</p> <ul style="list-style-type: none"> <li>Provides emergency loans for agricultural sector; disaster assistance programs; and technical assistance for agricultural market recovery and resource conservation assistance.</li> </ul> <p>Rural Development</p> <ul style="list-style-type: none"> <li>Provides emergency loans and grants, economic and technical assistance for the recovery of rural community facilities, businesses, utilities, housing, community planning and community development.</li> </ul>

**Table 4.3 – Emergency Support Functions for Which USDA Serves as a Support Agency**

ESF	Purpose	ESF Coordinator	USDA Responsibilities
1	<p>Emergency Support Function (ESF) #1 – The Department of Transportation (DOT) provides support to DHS by assisting Federal, State, tribal and local governmental entities, voluntary organizations, nongovernmental organizations, and the private sector in the management of transportation systems and infrastructure during domestic threats or in response to incidents. ESF1 also participates in prevention, preparedness, response, recovery, and mitigation activities.</p> <p>ESF1 carries out DOT’s statutory responsibilities, including regulation of transportation, management of the Nation’s airspace, and ensuring the safety and security of the national transportation system.</p>	Department of Transportation	<p>If available, the Forest Service:</p> <ul style="list-style-type: none"> <li>• Provides transportation assets to ESF1 when Forest Service resources are the most effective to support the ESF1 mission.</li> <li>• Provides appropriate engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, repair of roads and bridges, and temporary repair of essential public facilities.</li> </ul> <p>Resources will be assigned commensurate with each unit’s level of training and the adequacy and availability of equipment. ESF4 or the USDA/Forest Service Disaster and Emergency Operations Branch is the contact for this support.</p>
2	<p>Emergency Support Function (ESF) #2 – Communications supports the restoration of the communications infrastructure, facilitates the recovery of systems and applications from cyber attacks, and coordinates Federal communications support to response efforts during incidents requiring a coordinated Federal response. This ESF implements the provisions of the Office of Science and Technology Policy (OSTP) National Plan for Telecommunications Support in Non-Wartime Emergencies (NPTS).</p> <p>ESF2 also provides communications support to Federal, State, tribal, and local governments and first responders when their systems have been impacted and provides communications and information technology (IT) support to the JFO and JFO field teams.</p>	Department of Homeland Security/National Protection and Programs/Cyber Security and Communications/National Communications System	<p>If available, the Forest Service provides appropriate communications resources, including:</p> <ul style="list-style-type: none"> <li>• Radio communications systems to support firefighters, law enforcement officers, and incident response operations;</li> <li>• Engineers, technicians, and liaison staff to assist the Communications Branch Director;</li> <li>• National Interagency Radio Support systems for damage reconnaissance teams and other applications;</li> <li>• A communications officer to accompany radio systems for user training and operator maintenance indoctrination; and</li> <li>• Additional radio systems to support the JFO radio network.</li> </ul>

3	Emergency Support Function (ESF) #3 – Public Works and Engineering assists DHS by coordinating and organizing the capabilities and resources of the Federal Government to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and/or recover from a disaster or an incident requiring a coordinated Federal response.	Department of Defense/ U.S. Army Corps of Engineers	<p>If available, USDA provides engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, temporary protection of roads and bridges, temporary protection of essential public facilities, water supply, and sanitation. ESF4 or the USDA/Forest Service Disaster and Emergency Operations Branch is the contact for this support.</p> <p>If available, the Natural Resources Conservation Service provides technical personnel to evaluate damage to water control facilities.</p>
5	Emergency Support Function (ESF) #5 – Emergency Management is responsible for supporting overall activities of the Federal Government for domestic incident management. ESF5 provides the core management and administrative functions in support of NRCC, RRCC, and JFO operations.	Department of Homeland Security/Federal Emergency Management Agency	<p>If resources are available, USDA provides expert personnel to the multiagency coordination centers, as requested, to assist with the delivery of Federal resources and provide reports to the respective Planning Section. All agencies, as appropriate, identify staff liaisons or points of contact to provide technical and subject-matter expertise, data, advice, and staff support for operations that fall within the domain of each agency. Support capabilities of other organizations may be used as required and available. Maintains comprehensive and current plans and procedures identifying how they will execute the support functions for which they are responsible.</p>

6	<p>Emergency Support Function (ESF) #6 – Mass Care, Emergency Assistance, Housing, and Human Services coordinates the delivery of Federal mass care, emergency assistance, housing, and human services when local, tribal, and State response and recovery needs exceed their capabilities.</p>	<p>Department of Homeland Security/Federal Emergency Management Agency</p>	<p>The Animal and Plant Health Inspection Service, through ESF11 supports ESF #6 to ensure an integrated response to provide for the safety and well-being of household pets. ESF11 provides technical support and subject-matter expertise regarding the safety and well-being of household pets.</p> <p>If resources are available, the Food and Nutrition Service (FNS) through ESF11 supports ESF6 with emergency food assistance:</p> <ul style="list-style-type: none"> <li>• Locates and secures supplies of food, including federally owned surplus foods, to supplement those in disaster areas;</li> <li>• Provides statistics on the quantities and locations of food furnished by the FNS;</li> <li>• Authorizes requests from the State Distributing Agency regarding reimbursements or requests for additional USDA foods; and</li> <li>• Approves State requests to provide D-SNAP benefits.</li> </ul> <p>If available, the Forest Service:</p> <ul style="list-style-type: none"> <li>• Provides appropriate resources (e.g., cots, blankets, sleeping bags, personnel) for shelters.</li> <li>• Assigns Resources commensurate with each unit’s level of training and the adequacy and availability of equipment. ESF4 is the contact for this support.</li> </ul> <p>Rural Development, as part of the National Disaster Housing Strategy:</p> <ul style="list-style-type: none"> <li>• Provides information on currently available habitable housing units in USDA’s inventory;</li> <li>• Provides available staff to assist when needed with ESF6;</li> <li>• Provides Letters of Priority Entitlement allowing the holder of the letter (identified evacuee and/or victim) to go to the top of any USDA MF 515 or 514 waiting lists for placement in USDA financed housing; and</li> <li>• Assists eligible recipients to meet emergency housing assistance needs resulting from Presidentially-declared emergencies or major disasters.</li> </ul>
---	---	--	--

7	<p>Emergency Support Function (ESF) #7 – Logistics Management and Resource Support assists DHS by providing a comprehensive, national disaster logistics planning, management, and sustainment capability that harnesses the resources of Federal logistics partners, key public and private stakeholders, and nongovernmental organizations (NGOs) to meet the needs of disaster victims and responders. The General Services Administration (GSA) supports Federal agencies and State, tribal, and local governments that need resource support prior to, during, and/or after incidents requiring a coordinated Federal response.</p>	<p>General Services Administration Department of Homeland Security/Federal Emergency Management Agency</p>	<p>If resources are available, USDA, through agencies such as FNS, FS, and FSIS supports response by:</p> <ul style="list-style-type: none"> <li>• Determines nutrition assistance needs, obtains food supplies, arranges for delivery of food supplies, and authorizes D-SNAP;</li> <li>• Provides staff to support MOB Center establishment, if available, when mission assigned; and</li> <li>• Inspects food and coordinates disposal of contaminated food products.</li> </ul>
8	<p>Emergency Support Function (ESF) #8 – Public Health and Medical Services provides the mechanism for coordinated Federal assistance to supplement State, tribal, and local resources in response to a public health and medical disaster, potential or actual incidents requiring a coordinated Federal response, and/or during a developing potential health and medical emergency.</p> <p>Public Health and Medical Services include responding to medical needs associated with mental health, behavioral health, and substance abuse considerations of incident victims and response workers. It may also include the need for addressing veterinary and/or animal health issues.</p>	<p>Department of Health and Human Services</p>	<p>If resources are available, ESF4 or the USDA/FS Disaster and Emergency Operations Branch) may assist with the establishment of base camps for deployed Federal public health and medical teams. USDA may also provide support for public health matters for radiological incidents as a member of the Advisory Team for Environment, Food, and Health.</p> <p>Also, if resources are available, USDA, through agencies such as APHIS, FNS, and FSIS supports a multiagency response to an incident through:</p> <ul style="list-style-type: none"> <li>• Provision of nutrition assistance;</li> <li>• Control and eradication of an outbreak of a highly contagious or an economically devastating animal disease;</li> <li>• Assurance of food safety and security, in coordination with other responsible Federal agencies;</li> <li>• Expertise for the safety and well-being of household pets; and</li> <li>• Provision of veterinary medical support.</li> </ul>



9	Emergency Support Function (ESF) #9 – Search and Rescue (SAR) rapidly deploys components of the Federal SAR Response System to provide specialized lifesaving assistance to State, tribal, and local authorities when activated for incidents or potential incidents requiring a coordinated Federal response.	Department of Homeland Security/Federal Emergency Management Agency	<p>The Forest Service:</p> <ul style="list-style-type: none"> <li>• Develops standby agreements with United States Army Reserve (USAR) task forces to provide equipment and supplies from the National Interagency Cache System at the time of deployment;</li> <li>• Develops contingency plans for use of National Interagency Fire Center contract aircraft during incidents; and</li> <li>• If available, provides equipment and supplies from the Interagency Cache System and use of Interagency Fire Center contract aircraft.</li> </ul>
10	Emergency Support Function (ESF) #10 – Oil and Hazardous Materials Response provides Federal support in response to an actual or potential discharge and/or uncontrolled release of oil or hazardous materials when activated.	Environmental Protection Agency	<p>USDA measures, evaluates, and monitors the impact of the emergency incident on natural resources under USDA’s jurisdiction, primarily the national forests and grasslands, and:</p> <ul style="list-style-type: none"> <li>• Assists in developing protective measures and damage assessments;</li> <li>• Provides technical assistance in the disposition of livestock and poultry contaminated with hazardous materials. (ESF11 maintains the lead for disposition of disease-contaminated livestock and poultry (e.g., avian flu, naturally occurring anthrax, foot-and-mouth disease)); and</li> <li>• If available, provides technical assistance and logistical support. Resources will be assigned commensurate with each unit’s level of training and the adequacy and availability of equipment. USDA/Forest Service support is obtained through ESF4. Other USDA agency support is obtained through contacting ESF11.</li> </ul>

12	<p>Emergency Support Function (ESF) #12 – Energy is intended to facilitate the restoration of damaged energy systems and components when activated by the Secretary of Homeland Security for incidents requiring a coordinated Federal response. Under Department of Energy (DOE) leadership, ESF12 is an integral part of the larger DOE responsibility of maintaining continuous and reliable energy supplies for the United States through preventive measures and restoration and recovery actions.</p>	Department of Energy	<p>If resources are available, Rural Development:</p> <ul style="list-style-type: none"> <li>• Provides technical support and access to both damage assessments and restoration efforts for electric power generation, transmission, and distribution in Rural Development Utilities Program-financed systems;</li> <li>• Gathers and communicates information, as appropriate, from Rural Development Utilities Program-financed systems to assess impacts and needs;</li> <li>• Provides information (location, type, owners, and/or management service) on available USDA-financed, habitable housing units in its inventory that are not under lease or under agreement of sale for response or emergency personnel and their organizations’ representatives to contact for housing during response activities; and</li> <li>• Identifies owners of available apartments in federally funded multifamily housing to provide shelter to emergency response personnel in the affected area.</li> </ul>
----	---	----------------------	--

13	Emergency Support Function (ESF) #13 – Public Safety and Security integrates Federal public safety and security capabilities and resources to support the full range of incident management activities associated with potential or actual incidents requiring a coordinated Federal response.	Department of Justice	<p>If resources are available, the Forest Service, Law Enforcement and Investigations:</p> <ul style="list-style-type: none"> <li>• Provide trained public safety, law enforcement, investigations, and security resources for areas under USDA/Forest Service jurisdiction or to other locations and operations if appropriate authority is provided by the requesting jurisdiction or U.S. Marshals Service. The Forest Service has law enforcement officers and special agents with firearms and arrest authority. Primary capabilities and assets include, but are not limited to: <ul style="list-style-type: none"> <li>• Personnel with experience at all levels and many functions of ICS/NIMS operations and local law enforcement;</li> <li>• Investigations support including specialized work such as wildland fire cause and origin, cultural resource looting, and natural resource damage;</li> <li>• Rural and backcountry operations, and surveillance and reconnaissance equipment and techniques;</li> <li>• Cold weather/snow operations;</li> <li>• High clearance/remote area law enforcement vehicles including 4x4s, snowmobiles, and all-terrain vehicles (ATVs);</li> <li>• K9 teams (patrol, tracking, and drug detection);</li> <li>• Horse-mounted and stock packing operations;</li> <li>• Rural area protest management and protestor device extrication;</li> <li>• Drug enforcement and border interdiction;</li> <li>• Tactical helicopter operations (rappel, fixed-line personnel transport, cargo sling operations, and air operations management);</li> <li>• Boat operations; and</li> <li>• Incident operations/facility security.</li> </ul> </li> </ul>
----	--	-----------------------	---

15	<p>Emergency Support Function (ESF) #15 – External Affairs ensures that sufficient Federal assets are deployed to the field during incidents requiring a coordinated Federal response to provide accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including the special needs population. ESF15 provides the resource support and mechanisms to implement the NRF Incident Communications Emergency Policy and Procedures (ICEPP) described in the Public Affairs Support Annex. Additional information about External Affairs can be found in the ESF15 Standard Operating Procedure (SOP), located on DHS/FEMA website.</p>	<p>Department of Homeland Security</p>	<p>Depending on the nature and scope of the incident, all Federal departments and agencies support the NRF and are responsible for providing appropriate support for ESF15 as required.</p>
----	---	--	---

## CHAPTER 5, PART 1

### STATE AND COUNTY EMERGENCY BOARDS STATE EMERGENCY BOARDS

#### 1. BACKGROUND

A SEB has been established in all 50 States (covering associated Territories and/or Possessions). The SEB provides a source of USDA representation in each State to integrate into, and support, that State's existing incident management structure or response system in order to make USDA emergency programs and response efforts more efficient and responsive to the needs of citizens.

In order for the SEB to fulfill its functions, it should integrate with or be closely associated with State-level coordination groups, MAC groups, ESFs, etc., that are currently responsible for incident preparedness and response activities with aligned SEB agencies. It is not the intent of an SEB to duplicate any existing agency coordination or mobilization systems.

#### 2. SEB CHAIRPERSON

The FSA State Executive Director (SED) in each State has been designated by the Secretary of Agriculture to serve as the permanent SEB Chairperson and is responsible for providing leadership and coordination for USDA emergency programs (excluding wildland fire response) at that level. The Chairperson should also maintain close contact with their respective State department of agriculture as well as the State emergency management and/or homeland security agency(s). Also, to prevent duplication of efforts, SEB Chairpersons should also maintain communications with regional level ESF4 and ESF11 coordinators.

In general, SEB Chairpersons have the following responsibilities:

- a. Provide leadership and coordination to SEBs and CEBs in emergency preparedness and response operations involving USDA assistance;
- b. Coordinate the preparation and execution of emergency programs that may involve delivery by multiple agencies;
- c. Maintain liaison with State government officials on emergency preparedness and response activities related to agriculture;
- d. Distribute information pertaining to emergency preparedness and response to other SEB members;
- e. Conduct meaningful SEB meetings; and
- f. Organize and lead effective SEB training and exercises.

- g. Review annually and update as required, any agreements or memorandums of understanding between USDA and appropriate State agencies.

### 3. SEB MEMBERSHIP

The primary SEB members represent those USDA agencies having specific incident preparedness and/or response responsibilities at the State level, especially those agencies with access to Damage Assessment Reports (DARs). It is important that all primary members have the authority within their respective agencies to make decisions and to commit their agency's resources. This authority should either reside with the member's position within that agency or be provided through a delegation of authority from the member's Agency Administrator.

Other Federal and State government officials may be invited to attend meetings of the SEB at the discretion of the Chairperson. The membership of a typical SEB would appear as shown in Table 5.2.

As appropriate, the regional coordinators for ESF4, ESF11 and ESF14 may participate in the SEB meetings. When an ESF coordinator is able to attend a SEB meeting, they may also represent their respective agency. For example, the ESF4 coordinator may represent the FS and the ESF11 coordinator may represent APHIS.

Specific USDA agency responsibilities of the SEB primary members are listed in Table 5.3 by individual agency. The FSA SED provides coordination of the SEB, in reporting natural disasters and other incidents to the USDA Emergency Coordinator through the FSA National Office.

The FSA State Committee members may attend SEB meetings to discuss the effects of a natural disaster as determined appropriate by the SEB Chairperson.

### 4. PARTICIPATION IN MEETINGS

All SEB members, to include primary and non-primary members, (all USDA agencies represented in the applicable State) shall participate in routine and emergency SEB meetings and shall be granted the authority to act on behalf of their agencies to fulfill the SEB responsibilities set forth in this manual. In the absence of a SEB member, each agency shall designate an alternate SEB member or designee to act in behalf of the primary member. If the Chairperson is unable to attend a meeting, the acting SED will attend the meeting and serve as the Chairperson.

In preparation for carrying out their responsibilities, the SEBs, under the direction of the Chairperson, will:

- a. Provide lists of primary and non-primary members to the USDA Emergency Coordinator, through the FSA National Office.
- b. Meet, as needed, but at least twice annually. When meetings are scheduled, the Chairperson may contact the USDA Emergency Coordinator for agenda items. Ample written notice should be given to all SEB members. The most expedient means available should be used to notify members of emergency meetings. When members cannot attend a meeting in person, arrangements should be made to facilitate a teleconference. Minutes of the SEB meetings should be maintained within each State FSA office and be available for review by the USDA Emergency Coordinator.
- c. Respond, as requested, to USDA Emergency Memorandums, which provide guidance and information relating to emergencies of all types, emergency operating records, publications, and other guidance material.
- d. Use the FSA State and county offices to provide physical facilities, equipment, and support staff for SEBs and CEBs as required.
- e. For large incidents affecting multiple States, appropriate SEB Chairpersons will be notified by the FSA National Office. Each SEB Chairperson should develop an alerting process for their SEB; distribute this information to all SEB members; and test the process on at least an annual basis.
- f. Be familiar with the current Inventory of Emergency Operating Records for SEBs and CEBs. Maintain incident records at the designated locations and ensure that all records are current.

## 5. GENERAL RESPONSIBILITIES

The SEB is designed to function like a MAC group in accordance with NIMS. Like a MAC Group, the SEB provides a forum to discuss actions to be taken to ensure that an adequate number of resources are available to meet anticipated needs, and to assist in the allocation of those resources during periods of competition for limited resources.

The responsibilities assigned to SEBs do not include incident management. Management of incidents is left to a designated incident commander, unified command, or area command in accordance with NIMS and ICS principles.

The primary types of incidents that an SEB will be involved with include:

- a. Incidents internal to USDA, such as a plant disease outbreak affecting multiple counties within a State.
- b. Non-Stafford Act incidents in which Federal-to-Federal support is necessary in accordance with the Financial Management Support Annex of the NRF.
- c. Stafford Act incidents that involve a response utilizing the ESF process.

Following an incident, a SEB will be activated by the SEB Chairperson and generally provide for:

a. Situation assessment

- (1) In accordance with this section, the SEB will complete situation reports for incidents.
- (2) SEBs will work with the CEBs to gather the information necessary to complete situation assessments/reports following incidents.

b. Incident prioritization

- (1) In the case of multiple incidents, the SEB may need to determine which incidents require priority for the purpose of allocating resources.
- (2) Factors such as which incidents are immediate threats to lives; impacts on cultural and environmental resources; long term health threats; and cost should be considered.
- (3) SEBs should consider incident prioritization in regards to the resources that they have control over. For example, an SEB can determine where damage assessments need to be completed first, but would not intervene in decisions made by an agency on where that agency's incident management teams would be deployed.

c. Resource acquisition and allocation

- (1) The member agencies of a SEB can make agreements to share resources with another. For example, FSA may provide jump teams (early response teams) from one part of a State to another so that FSA employees in an affected area can take care of personal matters following an incident. Another example may involve NRCS providing personnel to assist APHIS during an outbreak of foreign animal disease to provide technical advice on carcass disposal impacts.
- (2) The SEB Chairperson may work with SEBs in surrounding States and/or request resource assistance through the FSA National Office.
- (3) For Stafford Act incidents, SEBs would coordinate with the regional ESF coordinators.

d. Coordination with the USDA MAC Group

- (1) For larger incidents such as a natural disaster affecting multiple States, SEBs may be called upon by the USDA MAC Group to assist with determining what USDA resources may be available in the area for immediate deployment.
- (2) SEBs may also be requested to provide supporting information to the USDA MAC Group for decision making purposes in addition to normal situation reporting.

e. Coordination with elected and appointed officials

- (1) When a SEB is activated, the SEB Chairperson will serve as a single point of contact with elected and appointed officials at the State or regional level.



- (2) Coordination (with the exception of wildland fires which is handled by the Chief of the FS) with elected and appointed officials at the national level will be handled by the USDA Emergency Coordinator.

f. Public information

- (1) When activated, a JIC will handle information releases to ensure the protection of incident-sensitive information.
- (2) For incidents where a JIC is not activated, the SEB (except for wildland fires) should serve as the portal through which incident related information is screened prior to release. This will allow agencies that may be impacted by the release of information to have an opportunity to review and edit the information.
- (3) For those incidents where a SEB is not activated, information release can be handled by the agency managing the response.

## 6. RESPONSIBILITIES RELATED TO AN INCIDENT

In response to an incident, the SEB and its members will:

- a. Integrate and assist with their respective State's incident response activities through established State-level coordination groups, MAC groups, and ESFs (4, 11, and 14), as needed. This level of integration and coordination with outside groups may not be required if an incident is being managed by USDA agencies only.
- b. Coordinate with CEBs to perform damage assessments of mission-critical infrastructure or resources in conjunction with State-level assessment efforts.
- c. Prepare reports on the status/damage of mission-critical infrastructure or resources.
- d. Review and monitor FSA Situation Reports submitted by CEBs as required.
- e. Oversee the gathering of information for and preparation of Loss Assessment Reports (LARs) for USDA, to include providing data for the LARs to the SEB Chairperson by the established deadline.
- f. Review and concur with damage assessment data.
- g. Contribute to SEB reports and requests for information to higher levels, as requested by the USDA Emergency Coordinator.
- h. Provide copies of reports/data being sent to headquarters and other agencies to the Chairperson and other appropriate entities.
- i. Coordinate with DHS/FEMA and other Federal and State agencies deployed as a result of an incident.
  - (1) For non-Stafford Act incidents, this coordination should occur directly with the cooperating agencies at the State or local level. This coordination will usually occur with a State level EOC or other State level coordination group if the response involves local and State resources only. If the response involves resources from outside the State and the resource agencies are not represented in a respective State, then coordination may need to occur with a regional office. If coordination is

required at a national level with Federal departments or agencies, the SEB Chairperson should request assistance from the USDA Emergency Coordinator through the FSA National Office.

- (2) For Stafford Act incidents, coordination with DHS/ FEMA should occur through the ESF4, ESF11 or ESF14 regional coordinators, as appropriate. During Stafford Act incidents, the SEB will provide support to these ESFs as necessary to assist with fulfilling mission assignments. The appropriate ESF representatives will also staff the State level EOC as requested. Communication should be maintained between these ESFs and the SEB Chairperson.
- j. Assist in identifying USDA resources that may be available to support incident response and recovery efforts as designated in the NRF and in accordance with this manual. For Stafford Act incidents, this assistance will be provided, as needed, to the appropriate ESF coordinators. For non-Stafford Act incidents, this assistance will be provided to the agency making the request for resources or to the State level EOC. SEB Chairpersons should keep in mind that agencies such as the FS maintain their own resource management system and may be requested directly by other entities to provide resources. SEB Chairpersons may also receive requests for available resources from the USDA Emergency Coordinator, working through the FSA National Office.
- k. Identify appropriate USDA programs to support implementation of long-term community recovery plans and gaps under current authorities and funding. Also, provide assistance in identifying partner agencies to assist in recovery efforts.
- l. Contribute to corrective action plans and after-action reports to capture lessons learned. This information should be provided to the FSA National Office and forwarded to the USDA Emergency Coordinator.

## 7. PREPARATION AND PLANNING RESPONSIBILITIES

To be properly prepared for handling incidents, the SEB will:

- a. Integrate with, or be closely associated with State-level groups, MAC groups, etc., that are currently responsible for State-level incident preparedness and response activities. This should also include the ESF4 and ESF11 regional level coordinators and the ESF14 national coordinator, as appropriate.
- b. Verify that procedures and program information pertaining to emergency preparedness, response, and recovery are up to date and available to all SEB members and their agencies.
- c. Review trends and projected risks/threats within the SEB's respective State.
- d. Review, monitor and revise SEB/CEB preparedness plans and procedures, as necessary.
- e. Complete appropriate training. As a minimum, SEB members as well as any supporting personnel should complete IS-700a, Introduction to the National Incident Management System; IS-800.b, NRF, An Introduction; ICS-100 (IS-100), Introduction to ICS; and ICS-200 (IS-200), Basic ICS.

- f. Participate in exercises. These may include tabletop exercises specifically for the SEB and CEBs within a State or participation in regional or national level exercises.
- g. Discuss lessons learned from incidents/exercises and coordinate any necessary corrective actions that may be identified
- h. Explore ways to leverage available resources, data and technology.
- i. Recommend prevention, preparedness, and mitigation measures for an array of agricultural-related emergencies.
- j. Provide copies of meeting minutes to the USDA Emergency Coordinator through the FSA National Office.
- k. Maintain current contact information to ensure efficient communication with SEB members and pre-designated alternate SEB members.
- l. Conduct risk assessments related to mission-critical infrastructure, services, commodities, producers, etc.
- m. Monitor for potential trends/incidents that could trigger agriculture emergencies, public health/safety concerns, and economic impacts.
- n. Identify and prevent potential duplication of efforts and leverage shared resources for incident response and data reporting.
- o. Build and maintain relationships with State emergency management officials and Federal partners within the State.
- p. Promote preparedness and mitigation measures through ongoing contacts with agricultural producers, agribusinesses, rural community leaders, and State officials.
- q. Share recommended prevention, preparedness, and mitigation measures with headquarters and other SEB/CEBs.
- r. Participate in ongoing training and exercises to ensure preparedness of SEB members.
- s. Elevate concerns/issues with SEB/CEBs to the USDA Emergency Coordinator through the FSA National Office.

## 8. REPORTING REQUIREMENTS

It should be clear to agency emergency programs contacts, and to the SEB and CEB members, that comprehensive and timely reporting is essential to keep the Secretary of Agriculture and the senior staff apprised on USDA's response to the victims and the impact of the incident.

Within 12 hours following an incident (weekends included), all available SEB and CEB members will address the questions presented in Table 5.1 in an initial incident situation report. The FSA Situation Report template can be utilized. All reports submitted by the SEB to the USDA Emergency Coordinator must be routed through the FSA National Office.

The purpose of reporting this information to the Secretary through the SEB results in a consolidated report that reduces redundancy as well as the chance of errors. Agencies and offices may still provide internal reports from field offices up to their national headquarters but these individual reports will not be forwarded to the Secretary.

If any ESFs are represented on an SEB, they should not submit ESF specific information for inclusion in the SEB report as the ESF information will be submitted through their appropriate ESF reporting process. If the ESF coordinator sitting on the SEB is also representing their agency, then they should provide information for the SEB report for their agency, but provide ESF specific information in their ESF reporting process.

<b>Table 5.1 – Initial Incident Situation Report Contents</b>	
<b>Topic</b>	<b>Questions</b>
Employees	What is the overall status of employees under your supervision? For example, have they all been accounted for, and are they able to work?
	Provide specific information on any injuries or deaths.
Office Space	Is the office space useable? If not, what would be necessary to make it useable?
Victims	What is your agency doing to assist victims?
Agricultural Impact	What is the impact of the incident on agricultural resources within the affected areas?
Other Information	Provide any other pertinent information related to the incident and how your agency will respond.

<b>Table 5.2 – SEB Membership</b>	
Primary Members	<ul style="list-style-type: none"> <li>• Farm Service Agency</li> <li>• Animal and Plant Health Inspection Service</li> <li>• State Cooperative Extension Service</li> <li>• Food and Nutrition Service</li> <li>• Forest Service</li> <li>• National Agricultural Statistics Service</li> <li>• Natural Resources Conservation Service</li> <li>• Risk Management Agency</li> <li>• Rural Development</li> </ul>
Non-Primary Members	<ul style="list-style-type: none"> <li>• Food Safety and Inspection Service</li> <li>• Office of Inspector General/Investigations</li> <li>• State Government Resources</li> </ul>

**Table 5.2 – SEB Membership**

<p>Others</p>	<p>Other agencies may serve on a SEB if located in that State or regional area.</p> <p>Organizations such as water quality board; levee boards; and rural development boards.</p> <p>Nongovernmental organizations that provide assistance to disaster survivors such as the American Red Cross or Salvation Army may also have representatives on the SEB.</p>
---------------	---

**Table 5.3 – SEB Member Agency Roles**

Agency	Representative	Agency Capabilities	Primary Responsibilities of Member Agency During an Incident
FSA	SED	<p>FSA administers and manages farm commodity, credit, conservation, disaster, and loan programs as laid out by Congress through a network of Federal, State, and county offices. These programs are designed to improve the economic stability of the agricultural industry and to help farmers adjust production to meet demand. State and county offices directly administer FSA programs. These offices determine the eligibility of farmers for certain farm programs, including price support and disaster payments.</p> <p>In response to disasters, FSA may provide assistance for losses that result from drought, flood, fire, freeze, tornadoes, pest infestation, and other calamities either in the form of loans or direct payment. Some FSA natural disaster assistance programs do not require a designation by the Secretary of Agriculture or a declaration of a major emergency by the President before producers can be eligible. Such programs may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Emergency Conservation Program (ECP) provides emergency funding and technical assistance for farmers and ranchers to rehabilitate farmland damaged by natural disasters and for carrying out emergency water conservation measures in periods of severe drought. Funding for ECP is</li> </ul>	<p>Following Presidential major disaster/emergency declarations, the SED will:</p> <ul style="list-style-type: none"> <li>• Notify appropriate FSA offices to make emergency loans available in the declared counties;</li> <li>• Notify SEB members of the declaration; and</li> <li>• Prepare public announcements deemed appropriate to inform the community, and coordinate the issuance of such announcements with FEMA’s Public Information Officer if warranted.</li> </ul> <p>Following Secretarial Disaster Determinations, the SED will:</p> <ul style="list-style-type: none"> <li>• Initiate the preparation of a DAR unless the Governor has already made such a request;</li> <li>• Advise the FSA National Office on whether qualifying physical property losses have occurred;</li> <li>• Review each DAR as soon as it is available, and forward it to the FSA National Office with written comments on the extent of probable qualifying production losses and other factors that are recommended for consideration by the Secretary of Agriculture; and</li> <li>• Submit to the FSA National Office a list of all agricultural commodities produced in the State, average yearly prices for each commodity for the 3 years immediately preceding the disaster year, and the county average yields for each commodity for the 5 years immediately preceding the disaster year.</li> </ul>

**Table 5.3 – SEB Member Agency Roles**

Agency	Representative	Agency Capabilities	Primary Responsibilities of Member Agency During an Incident
		<p>appropriated by Congress.</p> <ul style="list-style-type: none"> <li>• Emergency loans to help producers recover from production and physical losses due to drought, flooding, other natural disasters, or quarantine.</li> <li>• Emergency haying and grazing of land enrolled in the Conservation Reserve Program (CRP).</li> <li>• Livestock and crop disaster assistance programs as appropriated by Congress in response to disaster declarations.</li> </ul>	
APHIS	Representative from Veterinary Services (VS); Plant Protection and Quarantine (PPQ); or ESF11 Regional Coordinator	<p>APHIS is responsible for protecting and promoting U.S. agricultural health, administering the Animal Welfare Act, and carrying out wildlife damage management activities.</p> <p>APHIS has several major roles in animal and plant disease emergencies:</p> <ul style="list-style-type: none"> <li>• Provides guidance to States on handling disease emergencies that threaten livestock, poultry, and plant production.</li> <li>• Assists the States in limiting the area affected by plant pests or animal disease outbreaks.</li> <li>• Provides technical assistance to States in collecting and analyzing specimens, implementing plant pests and disease or animal disease prevention or control measures, treating infected animals and plants, and recommending using</li> </ul>	<p>As a member of the SEB, the APHIS member will:</p> <ul style="list-style-type: none"> <li>• Attend regularly scheduled SEB meetings and any special meetings;</li> <li>• Provide information covering applicable APHIS activities to the SEB;</li> <li>• Establish and maintain effective communication with the SEB; and</li> <li>• Serve on the SEB damage assessment team and assist FSA in preparation of any reports produced by the SEB.</li> </ul> <p>As part of its incident preparedness, response, and recovery responsibilities, APHIS will work with State and local governmental agencies to provide oversight and assistance with:</p> <ul style="list-style-type: none"> <li>• The protection of livestock, poultry, and products thereof from diseases, pests, and agents of biological and chemical warfare, and from the effects of radiation and contamination;</li> <li>• Determining requirements for equipment, chemicals, and other requisites needed to support the assigned activities;</li> <li>• Providing guidance on the utilization and/or disposal of livestock and poultry exposed to radiation;</li> </ul>

**Table 5.3 – SEB Member Agency Roles**

Agency	Representative	Agency Capabilities	Primary Responsibilities of Member Agency During an Incident
		<p>appropriate sanitation methods.</p> <ul style="list-style-type: none"> <li>• Works with States to properly dispose of dead or contaminated animals, plants, or products thereof.</li> <li>• Provides information pertinent to damage and/or loss to crop or plant resources and to port inspection station facilities, equipment, and supplies.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing assistance to State agencies in regard to the aforementioned responsibilities during or following an incident;</li> <li>• Cooperating with officials of U.S. Customs and Border Protection (CBP) and U.S. Citizenship and Immigration Services (USCIS) to facilitate the clearance of returning noncombatant evacuees through ports of entry and the return of military personnel through pre-clearance or other clearance procedures;</li> <li>• Providing information pertinent to the damage and/or loss to crop and plant resources and to port inspection station facilities, equipment, and supplies; and</li> <li>• Serving on the SEB damage assessment team and assisting FSA in preparation of any reports produced by the SEB.</li> </ul>
	<p>State Director, Cooperative Extension Service</p>	<p>USDA’s National Institute of Food and Agriculture (NIFA) has primary responsibility for providing linkages between Federal and State components of a broad-based national agricultural higher education, research, and extension system designed to address national problems and needs related to agriculture, the environment, human health and well-being, and communities. NIFA does not perform actual research, education, and extension but rather helps fund it at the State and local level and provides program leadership in these areas.</p> <p>NIFA’s unique mission is to advance knowledge about agriculture, the environment, human health and well-being, and communities by supporting research, education, and extension programs in the Land-Grant University System and other partner</p>	<p>As a member of the SEB, the State Cooperative Extension Service member will:</p> <ul style="list-style-type: none"> <li>• Attend regularly scheduled SEB meetings and any special meetings;</li> <li>• Provide information covering applicable Extension Service activities to the SEB;</li> <li>• Establish and maintain effective communication with the SEB; and</li> <li>• Serve on the SEB damage assessment team and assist FSA in preparation of any reports produced by the SEB.</li> </ul> <p>As part of its responsibilities following an incident, the State Cooperative Extension Services would work to provide the most up-to-date and reliable information to the public by:</p> <ul style="list-style-type: none"> <li>• Developing materials and disseminating information on the control and eradication of animal and plant diseases in cooperation with APHIS;</li> <li>• Providing official information, bolstered by locally relevant and appropriate science-based education, utilizing the most locally</li> </ul>



**Table 5.3 – SEB Member Agency Roles**

Agency	Representative	Agency Capabilities	Primary Responsibilities of Member Agency During an Incident
		<p>organizations.</p> <p>With respect to extension, NIFA accomplishes this through an extensive network of State, regional, and county extension offices (Cooperative Extension Service) in every U.S. State and territory.</p> <p>During an incident, State Cooperative Extension Service officials would be concerned with providing educational information on topics such as protecting livestock and food supplies.</p>	<p>effective media technologies and the Extension Disaster Education Network (EDEN);</p> <ul style="list-style-type: none"> <li>• Disseminating fire control information for the FS and in their absence, preparing fire control and timber resources reports;</li> <li>• Providing guidance on the most efficient procedures to assure continuity and restoration of an agricultural technical information system under post-attack conditions; and</li> <li>• Providing liaison with colleges and universities as well as with Federal, State, tribal, and local governments involved in an incident through the Extension Emergency Preparedness Committee.</li> </ul>
FS	Regional Forester (or designee) or ESF4 Regional Coordinator	<p>The FS administers programs for applying sound conservation and utilization practices to natural resources of the national forests and national grasslands, for promoting these practices on all forest lands through cooperation with States and private landowners, and for carrying out extensive forest and range research.</p> <p>State and private forestry programs bring forest management assistance and expertise to a diversity of landowners, including small woodlot, tribal, State, and Federal landowners, through cost-effective, non-regulatory partnerships. The staffs play a key role, along with others within the FS and the Department of the Interior, in implementing the National Fire Plan to manage the impacts of wildland fires on communities and the environment.</p>	<p>As a member of the SEB, the FS member will:</p> <ul style="list-style-type: none"> <li>• Provide information covering FS activities to the SEB;</li> <li>• Establish and maintain effective communication with the SEB;</li> <li>• Provide technical and professional support personnel to perform damage assessment activities in forested areas; and</li> <li>• Serve as the FS policy and decision making official for all FS activities and functions within the State during the post-incident and recovery period. These policy and decision functions will be carried out in conjunction with other SEB responsibilities.</li> </ul> <p>As part of its incident preparedness, response, and recovery responsibilities, the FS will:</p> <ul style="list-style-type: none"> <li>• Maintain essential data, records, and reference material that may be needed in an incident.</li> <li>• Upon request, prepare an inventory of local FS resources that are available to assist following an incident. Resource requests will follow standard FS mobilization procedures outlined in the</li> </ul>

**Table 5.3 – SEB Member Agency Roles**

Agency	Representative	Agency Capabilities	Primary Responsibilities of Member Agency During an Incident
			<p>Regional and National Interagency Mobilization Guides.</p> <ul style="list-style-type: none"> <li>• With assistance from FSA and NRCS, develop a plan for the priority use of water for agricultural production and food processing within the emergency water plans developed by the USACE.</li> </ul>
FNS	Officer-in-Charge.	<p>FNS administers the nutrition assistance programs within USDA. FNS provides children and needy families with better access to food and a more healthful diet through its programs and nutrition education efforts.</p> <p>As part of the NRF, FNS has a primary responsibility of supplying food to States for use by disaster relief organizations such as the Red Cross and the Salvation Army for mass feeding or household distribution. Disaster organizations request food assistance through State agencies that run USDA’s nutrition assistance programs. State agencies notify USDA of the types and quantities of food that relief organizations need for emergency feeding operations.</p> <p>FNS provides emergency food assistance in the following three ways:</p> <ul style="list-style-type: none"> <li>• Foods for shelters and other mass feeding sites;</li> <li>• D-SNAP benefits; and</li> <li>• Foods for distribution directly to households in need in certain limited circumstances.</li> </ul>	<p>As a member of the SEB, the FNS member will:</p> <ul style="list-style-type: none"> <li>• Participate in scheduled SEB meetings and any special meetings;</li> <li>• Provide information covering applicable FNS activities to the SEB;</li> <li>• Establish and maintain effective communication with the SEB;</li> <li>• Assist FSA in preparation of any reports produced by the SEB; and</li> <li>• Assist in identifying available food stocks.</li> </ul> <p>As part of its incident response duties, FNS will work with FEMA, State and local governments as well as disaster relief organizations such as the Red Cross and Salvation Army to provide and ensure the proper distribution of food and, if authorized, approve operation of D-SNAP to provide benefits to eligible recipients.</p>

**Table 5.3 – SEB Member Agency Roles**

Agency	Representative	Agency Capabilities	Primary Responsibilities of Member Agency During an Incident
NASS	<p>The NASS State Statistician will be the member on the SEB, with the exception of the six New England States, where appropriate staff members of the New England State Statistical Offices will be designated.</p>	<p>NASS is responsible for conducting monthly and annual surveys and preparing official USDA data and estimates of production, supply, prices, and other information necessary to maintain orderly agricultural operations. NASS also conducts the census of agriculture, which is currently conducted every 5 years.</p> <p>During emergencies, some of the functions provided by NASS may include:</p> <ul style="list-style-type: none"> <li>• Compiling and maintaining incident operating records, and available statistics relating to agriculture within the State.</li> <li>• Assisting FSA in updating the FSA Food, Feed, and Seed Facility Listings and Fertilizer Listings.</li> </ul>	<p>As a member of the SEB, the NASS member will:</p> <ul style="list-style-type: none"> <li>• Attend regularly scheduled SEB meetings and any special meetings;</li> <li>• Provide information covering applicable NASS activities to the SEB;</li> <li>• Establish and maintain effective communication with the SEB; and</li> <li>• Serve on the SEB damage assessment team and assist FSA in preparation of any reports produced by the SEB.</li> </ul> <p>The primary responsibility of the NASS member will be to chair the SEB damage assessment staff and otherwise contribute to the SEB:</p> <ul style="list-style-type: none"> <li>• Early estimates of the effects of the disaster on the major resources for which USDA is responsible.</li> <li>• Actual assessments of damage to all resources for which USDA is responsible.</li> </ul> <p>The NASS member will assist the SEB in estimating and justifying human resources, materials, equipment, supplies, and services needed to carry out the programs assigned to USDA.</p> <p>The NASS member will also request Economic Research Service participation as needed in evaluating emergency agricultural and marketing problems and potential.</p> <p>Emergency Programs functions of NASS will be conducted under the general policy direction of the SEB Chairperson in accordance with the technical program guidance of the NASS national office. Certain personnel on the NASS State staff may be designated as assistants to the NASS member on the SEB or may be called upon to assist the SEB itself.</p>

**Table 5.3 – SEB Member Agency Roles**

Agency	Representative	Agency Capabilities	Primary Responsibilities of Member Agency During an Incident
NRCS	State Conservationist	<p>NRCS is the primary Federal agency that works with private landowners to help them conserve, maintain, and improve their natural resources. NRCS emphasizes voluntary, science-based conservation; technical assistance; partnerships; incentive-based programs; and cooperative problem solving at the community level.</p> <p>NRCS provides technical and financial assistance to retard runoff and prevent soil erosion. This is to safeguard lives and property from floods and products of erosion on any watershed or impaired by natural occurrences such as floods, fires, and other natural events. One such NRCS program is the Emergency Watershed Protection (EWP) program, which undertakes emergency measures, including the purchase of flood plain easements, for runoff retardation and soil erosion prevention to safeguard lives and property from floods, drought, and the products of erosion on any watershed whenever fire, flood, or any other natural occurrence is causing or has caused a sudden impairment of the watershed.</p>	<p>As a member of the SEB, the NRCS member will:</p> <ul style="list-style-type: none"> <li>• Attend regularly scheduled SEB meetings and any special meetings;</li> <li>• Provide information covering applicable NRCS activities to the SEB;</li> <li>• Establish and maintain effective communication with the SEB; and</li> <li>• Serve on the SEB damage assessment team and assist FSA in preparation of any reports produced by the SEB.</li> </ul> <p>As part of its incident response and recovery duties, NRCS officials would provide technical assistance to individual counties, communities, and other units of government relating to:</p> <ul style="list-style-type: none"> <li>• Selection and use of land that would be suitable for agriculture production after an incident;</li> <li>• Use of conservation practices or measures necessary to control runoff from contaminated lands;</li> <li>• Providing profiles of soil types to assist in the rehabilitation of contaminated lands;</li> <li>• Providing DARs on dams that fall under the purview of NRCS;</li> <li>• Assessing safety of water used for agriculture purposes;</li> <li>• Assisting in estimating nonfood requisite requirements for agricultural production;</li> <li>• Evaluating an incident and providing such information as depth of water, time overflow, area affected, etc;</li> <li>• Assessing the types of problems created and the amount and types of emergency work needed to restore the area to normal operations;</li> <li>• Locating heavy earthmoving equipment;</li> <li>• Providing maps and reports on watershed projects, river basin studies, and resource conservation and development projects; and</li> </ul>

**Table 5.3 – SEB Member Agency Roles**

<b>Agency</b>	<b>Representative</b>	<b>Agency Capabilities</b>	<b>Primary Responsibilities of Member Agency During an Incident</b>
			<ul style="list-style-type: none"><li>• Making pickup trucks and other transport equipment available for emergency use.</li></ul>

**Table 5.3 – SEB Member Agency Roles**

Agency	Representative	Agency Capabilities	Primary Responsibilities of Member Agency During an Incident
RD	State Director	<p>RD’s primary role is to increase rural residents’ economic opportunities and improve their quality of life by forging partnerships with rural communities, funding projects that bring housing, community facilities, utilities, and other services. RD, through its community facilities program, provides funding for the Rural Emergency Responders Initiative to specifically strengthen the ability of rural communities to respond to local emergencies. Funds may be used to finance equipment, vehicles, and/or buildings for the following types of projects:</p> <ul style="list-style-type: none"> <li>• Fire protection</li> <li>• Rescue/ambulance</li> <li>• Law enforcement</li> <li>• Civil defense/early warning systems</li> <li>• Mobile/stationary communications</li> <li>• Emergency responders</li> <li>• Training facilities</li> <li>• Hospitals</li> </ul> <p>RD provides loans and loan guarantees to finance the construction of electric distribution, transmission, and generation facilities. Loans are made to corporations, States, territories, subdivisions, and agencies such as municipalities, people’s utility districts, and cooperative, nonprofit, limited-dividend, or mutual associations.</p>	<p>As a member of the SEB, the RD member will:</p> <ul style="list-style-type: none"> <li>• Attend regularly scheduled SEB meetings and any special meetings;</li> <li>• Provide information covering applicable RD activities to the SEB;</li> <li>• Establish and maintain effective communication with the SEB;</li> <li>• Serve as liaison between the SEB and RD-financed utilities; and</li> <li>• Serve on the SEB damage assessment team and assist FSA in preparation of any reports produced by the SEB.</li> </ul> <p>As part of its responsibilities to assist local communities with incident preparedness, response, and recovery efforts, RD will:</p> <ul style="list-style-type: none"> <li>• Provide financing for local communities to improve their incident preparedness and response capabilities;</li> <li>• Provide emergency credit information and assistance to RD-financed systems;</li> <li>• Assist in identifying borrowers that may request emergency credit assistance and the projected dollar amount and purposes of such assistance;</li> <li>• Providing emergency credit to repair and replace damaged utility facilities;</li> <li>• Provide technical assistance and advice on restoring electric power and telephone service and protecting facilities;</li> <li>• Estimate the need and support requirements for materials, human resources, equipment, supplies, and services needed by RD-financed systems to restore service;</li> <li>• Provide damage assessment information, reports, and summaries regarding status, requirements, and capabilities of RD-financed electric and telephone systems; and</li> <li>• Coordinate with and provide advice to other Federal, State, and local government agencies and organizations.</li> </ul>

**Table 5.3 – SEB Member Agency Roles**

Agency	Representative	Agency Capabilities	Primary Responsibilities of Member Agency During an Incident
FSIS	Office of Field Operations (OFO) or Office of Program Evaluation, Enforcement, and Review (OPEER)	<p>FSIS is the public health agency within USDA responsible for ensuring that the Nation’s commercial supply of meat, poultry, and egg products is safe, wholesome, and correctly labeled and packaged, as required by the Federal Meat Inspection Act, the Poultry Products Inspection Act, and the Egg Products Inspection Act.</p> <p>Some of the incident response activities that FSIS is responsible for include:</p> <ul style="list-style-type: none"> <li>• Developing a template (partnered with the National Association of State Departments of Agriculture (NASDA), the Food and Drug Administration (FDA), and DHS to assist States and local first responders in developing their own response plans that meet States’ needs and are consistent with the NRF. The template is intended to facilitate cooperation and coordination when responding to incidents involving the food supply.</li> <li>• Conducting exercises with State and local government agencies and industry to practice a coordinated response to an intentional adulteration incident in the food supply. The lessons learned from these exercises will be used to develop and improve response plans and be shared with our food-defense partners.</li> <li>• Maintaining communications with States and industry, including involvement with the Food and Agriculture Sector Coordinating Council and Association of Food and Drug Officials (AFDO), in particular, AFDO’s 79 Food Protection and Defense Committee.</li> </ul>	<p>As a member of the SEB, the FSIS member will:</p> <ul style="list-style-type: none"> <li>• Attend regularly scheduled SEB meetings and any special meetings;</li> <li>• Provide information covering applicable FSIS activities to the SEB;</li> <li>• Establish and maintain effective communication with the SEB; and</li> <li>• Serve on the SEB damage assessment team and assist FSA in preparation of any reports produced by the SEB.</li> </ul> <p>As part of its incident preparedness, response, and recovery responsibilities, FSIS would work with State and local government as well as private industry to ensure the safety and wholesomeness of meat and meat products and poultry and poultry products.</p> <p>FSIS services are also available to inspect other food products as needed to protect the public from dangerous contamination. In any case, the FSIS member should keep the SEB apprised of all inspection activities.</p>

## CHAPTER 5, PART 2

### STATE AND COUNTY EMERGENCY BOARDS COUNTY EMERGENCY BOARDS

#### 1. BACKGROUND

USDA has established a CEB in most counties and parishes of the United States. Local officials of FSA, NRCS, and RD and the Extension Service participate as the primary members, as shown in Table 5.4.

<b>Table 5.4 – CEB Membership</b>	
<b>Primary Members</b>	<ul style="list-style-type: none"><li>• Farm Service Agency</li><li>• State Cooperative Extension Service</li><li>• Rural Development</li><li>• Natural Resources Conservation Service</li></ul>
<b>Non-Primary Members</b>	<ul style="list-style-type: none"><li>• Forest Service</li></ul>
<b>Others</b>	Other applicable agencies may serve on a CEB if located in that State or regional area.

#### 2. CEB CHAIRPERSON

The FSA CED serves as the permanent CEB Chairperson. The CEB Chairperson should relay damage reports to his or her respective SEB Chairperson to be forwarded to national headquarters.

#### 3. CEB MEMBERSHIP AND RESPONSIBILITIES

The CEB members represent those USDA agencies having specific incident preparedness program responsibilities at the local level. Other local government officials may be invited to attend meetings of the CEB at the discretion of the Chairperson.

Specific USDA agency responsibilities of the CEB membership are listed in Table 5.5 by individual agency. The FSA CED provides leadership and coordination to the CEB, in reporting natural disasters to the SEB Chairperson. The FSA County Committee members may attend CEB meetings to discuss the effects of a natural disaster.



#### 4. PARTICIPATION IN MEETINGS

All CEB members shall participate in routine and emergency CEB meetings and shall be granted the authority to act on behalf of their agencies to fulfill the CEB responsibilities set forth in this manual. In the absence of a CEB member, each agency shall designate an alternate CEB member or designee to act in behalf of the permanent member. In preparation for carrying out their responsibilities, the CEBs, under the direction of the Chairpersons, will:

- a. Establish a line of succession to the Chairperson from among the Primary Members. A copy of the CEB succession list will be provided to the SEB Chairperson.
- b. Designate alternate members, should the primary members not be available. Lists of primary and non-primary members will be provided to the SEB Chairperson.
- c. Meet, as needed, but at least annually. When meetings are scheduled, the CEB Chairperson should contact the SEB Chairperson for agenda items. Ample written notice should be given to all participants. The most expedient means available should be used to notify members of emergency meetings. Minutes of the CEBs will be sent to the SEB Chairperson.
- d. Respond, as requested, to USDA Emergency Memorandums, which provide guidance and information relating to emergencies of all types, emergency operating records, publications, and other guidance material.
- e. Use the FSA county offices to provide physical facilities, equipment, and support staff for CEBs as required.
- f. Working with the SEB Chairperson, develop a standardized alerting process should be developed for all CEBs in a particular State. All CEB members should be informed by the CEB chairpersons on how the alerting process will work and the process should be tested on an annual basis.
- g. Be familiar with the current Inventory of Emergency Operating Records for CEBs. Maintain incident records at the designated locations ensuring that all records are current.

#### 5. GENERAL RESPONSIBILITIES

The primary responsibilities of the CEB during or following an incident are to:

- a. Gather information for Loss Assessment Reports (LARs) and report the status/damage of mission-critical infrastructure or resources in formats such as FSA Situation Reports to the SEB.
- b. Provide data for the LAR to the SEB Chairperson by the established deadline.
- c. Identify and provide resources to support emergency response and recovery efforts when requested by the SEB.
- d. Contribute to corrective action plans and after-action reports to capture lessons learned.

The general responsibilities of the CEB during nonemergency situations are to:

- a. Review trends and projected risks/threats.
- b. Review CEB preparedness plans and procedures, and revise as necessary.
- c. Discuss lessons learned from incidents/exercises.
- d. Explore ways to leverage available resources.
- e. Recommend prevention, preparedness, and mitigation measures for an array of agricultural-related emergencies.
- f. Send copies of meeting minutes to the SEB Chairperson.
- g. Maintain current contact information to ensure efficient communication with CEB members and pre-designated alternate CEB members.
- h. Conduct risk assessments related to mission-critical infrastructure, services, commodities, producers, etc.
- i. Monitor for potential trends/incidents that could trigger agricultural emergencies, public health/safety concerns, and economic impacts.
- j. Identify and prevent potential duplication of efforts and leverage shared resources for emergency response and data reporting.
- k. Build and maintain relationships with Federal, State and local emergency management officials at the county level.
- l. Promote preparedness and mitigation measures through ongoing contacts with agricultural producers, agribusinesses, rural community leaders, and State officials.
- m. Share recommended prevention, preparedness, and mitigation measures with the SEB Chairperson and other CEBs.
- n. Participate in ongoing training and exercises to ensure preparedness of CEB members.
- o. Elevate concerns/issues to the SEB Chairperson.

## 6. REPORTING REQUIREMENTS

### a. FSA Situation Report

The CEB Chairperson will notify the FSA State office within 24 hours after the occurrence of a natural disaster that inflicts significant damage to agriculture. The responsible CEB Chairperson will prepare and forward a FSA Situation Report electronically to the FSA National Office.

FSA Situation Reports for drought situations should be made following a period of prolonged dryness and when prospects for rain are not imminent.

In addition, the CEB Chairperson will do the following:

- (1) Notify all CEB members that an incident has occurred. A SEB meeting should be called if a major disaster involves severe agricultural damage or several counties. Exchange information with other USDA agencies to determine actions to be taken to alleviate the emergency situation.

- (2) Maintain a file of FSA Situation Reports for 1 calendar year after the year in which the incident occurred.

b. USDA Potential Natural Disaster Loss Assessment Report (LAR)

The Chairperson of the CEB that is responsible for the county in which the incident occurred will prepare a LAR when requested by the State Governor's office. In addition, the CEB Chairperson will do the following:

- (1) Call a meeting of the all CEB members whose programs may be affected by the incident. Exchange information on programs available to help alleviate the emergency situation.
- (2) Review the LARs and supplemental information from the CEBs, no later than 5 working days after receipt. The review should be conducted for accuracy and realism of estimates of damage and effects on loss of crops, livestock, and farm facilities. Do NOT affix a dollar loss amount on crops.
- (3) Enter the number of CEB members "concurring" and "not concurring" with the information in the LAR. The CED, as CEB Chairperson, will sign and date the LAR.
- (4) Distribute copies of the LARs and supplemental information to the FSA State office, all USDA CEB members, and State government representatives. Do NOT release a copy of the LAR to the news media. The SED will send a copy of each LAR and supporting material to the FSA Administrator to support a request for designation of a county(ies) for FSA Emergency Loans.
- (5) Maintain a file of LARs for 3 calendar years after the year in which the incident occurred.

c. CEB Reporting Requirements

In a natural disaster, or technological or other emergency, all CEB members will collect damage assessment information on the overall impact of the incident on agriculture, such as farm facilities, processing plants, storage facilities, crops in the field, livestock lost or in danger, and soil contamination. CEBs may be called upon to provide general assessment information, if requested, on other disaster issues (e.g., availability of electric power, and status of health care facilities). The reporting of all information should be handled in the following manner:

- (1) Provide damage assessment data to the CEB Chairperson for transmittal to the SEB Chairperson.
- (2) If unable to contact the CEB Chairperson, send the data to the SEB Chairperson.
- (3) If unable to contact the SEB Chairperson, send the report to the FSA National Office, and then to the USDA Operations Center, if the national office is unavailable.
- (4) If unable to contact the USDA Operations Center, send the report to the CEB Chairperson's agency at national headquarters, Attention: USDA Operations Center.

- (5) If no communications are available, continue to collect data and hold the information until communications have been restored.

d. USDA Potential Natural Disaster LARs

When the SEB Chairperson requests a LAR, the CEB Chairperson will call a meeting of the CEB membership in order to prepare the report on the damage caused by the natural disaster to crops, livestock, and farm facilities. The CEB will not inflate the estimates of loss or indicate excessive dollar losses on livestock, poultry, and farm facilities. The CEB will also not affix a dollar loss amount on crops.

The LAR should include a complete set of the minutes of the meeting. Additionally, the report should list those members “concurring” and “nonconcurring” with the information provided. The CEB Chairperson will sign and date the LAR and transmit the completed LAR, along with the minutes and any other supplemental information, to the SEB Chairperson within 5 working days from the date of the request.

**Table 5.5 – County Emergency Boards (CEBs) Member Agency Roles**

Agency	Representative	Primary Responsibilities During an Emergency
FSA	CED	<p>The FSA CED serves as the CEB Chairperson and in that capacity is responsible for:</p> <ul style="list-style-type: none"> <li>• Maintaining liaison with local government officials on emergency preparedness and response matters.</li> <li>• Coordinating preparation, response, and recovery operations of USDA emergency programs at the county level.</li> <li>• Preparing and executing emergency programs not otherwise assigned to a USDA agency.</li> <li>• Being the custodian of the emergency operating records at the FSA county office.</li> <li>• Providing leadership and coordination in reporting the occurrence of natural disasters and other incidents.</li> <li>• Maintaining liaison with county government officials, county emergency services personnel, and local Indian tribal councils on natural disaster planning and related matters.</li> <li>• Arranging meetings of the CEB.</li> <li>• Ensuring that each CEB member receives ample written notice of upcoming meetings.</li> <li>• Holding special meetings in the event of an emergency using the most expedient means available to notify members of the meeting.</li> <li>• Providing physical facilities and support staff services for the CEB. This includes secretarial assistance, reproduction and distribution services, files, space for meetings, and related services. If such a situation occurs, provide supporting staff to the acting Chairperson until a new Chairperson is appointed.</li> <li>• Preparing minutes of meetings and sending a copy to the Chairperson, USDA SEB, each USDA CEB member, the FSA District Directors, and the FSA State office.</li> <li>• Participating in the preparation of FSA Situation Reports and DARs and attending other meetings as necessary.</li> </ul> <p>In the event of a Presidential major disaster/emergency declaration, FSA will:</p> <ul style="list-style-type: none"> <li>• Make such public announcements as seem appropriate to adequately inform the local farm and rural community.</li> <li>• Arrange and conduct meetings with local lenders and leaders within 10 working days after the disaster declaration date to explain the purpose and assistance available under the emergency loan program.</li> <li>• Be available to staff the FEMA Disaster Assistance Centers when requested.</li> </ul>

**Table 5.5 – County Emergency Boards (CEBs) Member Agency Roles**

Agency	Representative	Primary Responsibilities During an Emergency
		<p>When a Secretarial Disaster Determination has been announced, FSA will:</p> <ul style="list-style-type: none"> <li>• Participate with the CEB and report all substantial physical property losses, damage, injury, and severe production losses;</li> <li>• Provide the FSA SED with a Report of Natural Disaster; and</li> <li>• Accept applications for emergency loan and other FSA disaster assistance.</li> </ul> <p>For those situations where there is an FSA Administrator Physical Loss Notification, the CED will advise the FSA SED there has been a potential natural disaster with physical property losses to one or more farmers. The CED will carry out the appropriate actions mentioned above to report the losses incurred by agricultural producers as a result of the disaster.</p> <p>Note: As structured, the FSA County Office Committee (COC) is not a member of the CEB; however, COC members may attend meetings and provide information to make accurate damage assessments and assist in carrying out FSA’s emergency responsibilities.</p>
State Cooperative Extension Service	Extension Agent	<p>Where applicable, within resource limitations, the County Extension Service will:</p> <ul style="list-style-type: none"> <li>• Attend CEB meetings when notified, and assist the CEB Chairperson in carrying out the assigned responsibilities at the county level;</li> <li>• Assist in the preparation of LARs;</li> <li>• Provide information and educational materials to farmers, ranchers, and other rural residents that contain information on preparing for, protecting against, and recovering from a disaster;</li> <li>• Report outbreaks of animal and plant diseases and disseminate information on the control and eradication of those diseases; and</li> <li>• Provide information to be broadcast over the Emergency Broadcast Network via radio and TV stations to assist local farmers and other residents in coping with the disaster and its aftermath.</li> </ul>
RD	Field Office Manager	<p>RD will:</p> <ul style="list-style-type: none"> <li>• Attend CEB meetings when notified, and assist the CEB Chairperson in carrying out the assigned responsibilities at the county level;</li> <li>• Assist in the preparation of LARs;</li> <li>• Assess problem areas resulting from the incident and make recommendations for the type of work needed to restore affected rural housing and community infrastructure; and</li> <li>• Assess the types of problems created by the disaster and types of emergency work needed to restore the area to normal operations.</li> </ul>

**Table 5.5 – County Emergency Boards (CEBs) Member Agency Roles**

Agency	Representative	Primary Responsibilities During an Emergency
NRCS	District Conservationist	<p>NRCS will:</p> <ul style="list-style-type: none"> <li>• Attend CEB meetings when notified, and assist the CEB Chairperson in carrying out the assigned responsibilities at the county level;</li> <li>• Provide technical assistance relating to affected land use and conservation systems;</li> <li>• Assist in the preparation of LARs;</li> <li>• Assess problem areas resulting from the incident and make recommendations for the type of work needed to restore affected soil and waterways to normal operations;</li> <li>• Assess the types of problems created by the disaster and types of emergency work needed to restore the area to normal operations;</li> <li>• Assist in the location of heavy earthmoving equipment and make trucks and other NRCS transportation equipment available for emergency use; and</li> <li>• Provide maps and soil reports as required.</li> </ul> <p>Each NRCS line officer is to assume responsible leadership until contact is made with the next higher organizational level. Available NRCS personnel are to be directed and utilized in the performance on program responsibilities, as needed.</p>
FS	Forest Supervisor	<p>FS will:</p> <ul style="list-style-type: none"> <li>• Attend CEB meetings when notified, and assist the CEB Chairperson in carrying out the assigned responsibilities at the county level;</li> <li>• Assist in the preparation of LARs; and</li> <li>• Assess problem areas resulting from the incident and make recommendations for the type of work needed to prevent, manage, or suppress wildland fires</li> </ul>

## CHAPTER 6

### CRITICAL INFRASTRUCTURE AND KEY RESOURCES

#### 1. BACKGROUND

HSPD-7 identified 18 critical infrastructure and key resources (CI/KR) sectors and designated Federal government Sector-Specific Agencies (SSAs) for each of the sectors. The SSA is responsible for collaborating with private sector security partners and encouraging the development of appropriate information-sharing and analysis mechanisms within the sector.

As one of the designated critical infrastructures, the Food and Agriculture Sector is composed of complex production, processing, and delivery systems that encompass more than two million farms, approximately 900,000 firms, and 1.1 million facilities – accounting for roughly one-fifth of the Nation’s economic activity. These food and agriculture systems, which are almost entirely under private ownership, operate in highly competitive global markets, strive to operate in harmony with the environment, and provide economic opportunities and improved quality of life for rural and urban citizens of the United States and others worldwide. The sector acknowledges the Nation’s critical reliance on food and agriculture and strives to ensure that the Nation’s food and agriculture networks and systems are secure, resilient, and rapidly restored after all-hazards incidents.

Many sector assets defy traditional security practices because they are not “brick and mortar” entities, like buildings, bridges, or dams. Instead, they are open areas (i.e., farms, ranches, or livestock transport areas) and complex systems that span the globe. Sector assets, including processing and distribution facilities and farms, are vulnerable to livestock and crop diseases, food borne pathogens, pests, or poisonous agents that occur naturally, are unintentionally introduced, or are intentionally delivered by acts of terrorism. Sector partners have acknowledged the importance of early awareness of any threat agents within the sector’s systems.

USDA and FDA are the designated SSAs for the Food and Agriculture Sector. The USDA is responsible for production agriculture and food, which includes meat, poultry, and processed egg products. The FDA is responsible for all other food products. The SSAs have been assigned responsibility for overseeing and coordinating protection and resiliency efforts. Within the USDA, the OSHEC serves as the Department’s lead for coordination of Food and Agriculture Sector activities.



## 2. SECTOR-SPECIFIC AGENCIES

The Sector Specific Agencies (SSA) for the Food and Agriculture Sector are USDA and FDA. USDA has responsibility for production agriculture and shares SSA responsibilities for food safety and defense with FDA. Specifically, FDA is responsible for the safety of 80 percent of all food consumed in the United States. The SSAs have been assigned responsibility for overseeing and coordinating protection and resiliency efforts, as well as disseminating guidance through the SSP.

The Emergency Services Sector (ESS) is a system of response and recovery elements that form the Nation's first line of defense and prevention and reduction of consequences from any terrorist attack. The FS serves as a member of the ESS Government Coordinating Council (GCC).

## 3. USDA LEADERSHIP FOR SSA RESPONSIBILITIES

At USDA, leadership for SSA responsibilities rests with the OHSEC, which coordinates with all USDA agencies and offices to meet sector goals and serves as the USDA co-chair of the Food and Agriculture Sector GCC. USDA has statutory responsibilities to ensure plant and animal health, and the safety of meat, poultry, processed egg products, and catfish. USDA is also a research leader in human nutrition, animal and plant health protection, and new crop technologies that allow producers to grow more food and fiber using less water and pesticides. USDA helps to ensure open markets for U.S. agricultural products and provides food aid to people in need domestically and overseas. USDA also provides a financial safety net to producers through market and disaster assistance programs and loans and a nutrition safety net for children and low-income people through the domestic nutrition assistance programs.

The nexus between these responsibilities and homeland security, specifically infrastructure protection, lies in the relationship between a safe and plentiful food supply and ensuring public health nationwide. The nexus is also demonstrated in the jobs that depend on it. Farming and ranching are the foundations of \$1 trillion in food and fiber business, with nearly \$60 billion in annual exports. They generate almost 15 percent of the total economic activity in the Nation, as well as providing nearly 18 percent of the country's jobs.

USDA has a long record of working with other governmental entities and private industry to support U.S. agriculture and food industries in ensuring the safety of our food supply. USDA agencies and offices are very active in outreach activities to accomplish its mission. The agencies help develop the productive and cooperative relationships of the large and diverse food and agriculture community through the creation of strategic alliances with stakeholders; however, these relationships have not typically included the appropriate security or defense-related entities and have not included the entire range of stakeholder entities from farm-to-table. Table 6.1 presents USDA agencies by Mission Area.

<b>Table 6.1 – USDA Agencies by Mission Area</b>	
Farm and Foreign Agriculture Services	<ul style="list-style-type: none"> <li>• Farm Service Agency (FSA)</li> <li>• Foreign Agricultural Service (FAS)</li> <li>• Risk Management Agency (RMA)</li> </ul>
Food, Nutrition, and Consumer Services	<ul style="list-style-type: none"> <li>• Center for Nutrition Policy and Promotion (CNPP)</li> <li>• Food and Nutrition Service (FNS)</li> </ul>
Food Safety	<ul style="list-style-type: none"> <li>• Food Safety and Inspection Service (FSIS)</li> </ul>
Natural Resources and Environment	<ul style="list-style-type: none"> <li>• Forest Service (FS)</li> <li>• Natural Resources Conservation Service (NRCS)</li> </ul>
Research, Education, and Economics	<ul style="list-style-type: none"> <li>· Agricultural Research Service (ARS)</li> <li>· Economic Research Service (ERS)</li> <li>· National Agricultural Statistics Service (NASS)</li> <li>• National Institute of Food and Agriculture (NIFA)</li> </ul>
Rural Development	<ul style="list-style-type: none"> <li>• Rural Business Service (RBS)</li> <li>• Rural Housing Service (RHS)</li> <li>• Rural Utilities Service (RUS)</li> </ul>
Marketing and Regulatory Programs	<ul style="list-style-type: none"> <li>• Agricultural Marketing Service (AMS)</li> <li>• Animal and Plant Health Inspection Service (APHIS)</li> <li>• Grain Inspection, Packers, and Stockyards Administration (GIPSA)</li> </ul>

#### 4. FDA Leadership for SSA Responsibilities

The FDA regulates domestic food, imported foods, and cosmetics sold across State lines. This regulation takes place from the products’ point of U.S. entry or processing to their point of sale, with numerous food establishments (including food manufacturers, processors, and warehouses) and cosmetic firms. In addition, roughly 935,000 restaurants and institutional food service establishments and an estimated 114,000 supermarkets, grocery stores, and other food outlets are regulated by State and local authorities that receive guidance, model codes, and other technical assistance from FDA. FDA enhances its programs by supporting State and local authorities with training and guidance to ensure uniform coverage of food establishments and retailers.

The FDA also regulates animal feed through its Center for Veterinary Medicine (CVM). A safe animal feed supply helps to ensure the health of animals and people. To that end, CVM monitors and establishes standards for feed contaminants, approves safe feed additives, and manages the FDA’s medicated feed and pet food programs.

The FDA Office of Regulatory Affairs (ORA) is the lead office for all FDA field activities. Each of FDA’s five major program areas (human drugs, devices, biologics, food and cosmetics, and animal drugs and feeds) has a complementary field component responsible for supporting the centers that ensure compliance with FDA regulations. The ORA accomplishes this by:

- Inspecting regulated products and manufacturers; conducting sample analysis on regulated products; maintaining import data entry systems; and
- Advising key officials on regulations and compliance-oriented matters that impact policy development and execution and long-range program goals.

The ORA supports 3,314 full-time employees that are dispersed throughout the United States. Over 85 percent of ORA's staff works in five regional offices, 20 district offices, 13 laboratories, and 179 resident posts and border stations. This includes the Office of Criminal Investigation (OCI), with staff located throughout the organization in field offices, resident offices, and domiciles in 32 cities throughout the United States. FDA maintains offices and staff in the metropolitan area of Washington, D.C.; U.S. Virgin Islands; Puerto Rico; and in all States except Wyoming.

The FDA primarily regulates food products sold in interstate commerce, whereas products made and sold entirely within a State are regulated by that State. In addition, formal agreements with the States for conducting inspections enhance FDA's ability to meet its public health mission. FDA personnel work with State agriculture and health departments to resolve food safety concerns and economic fraud cases.

## 5. SECURITY PARTNERS

The vast majority of Food and Agriculture Sector systems are owned and operated by the private sector. As such, the public-private partnership is a core component of securing the Food and Agriculture Sector.

Government entities at the Federal, State, tribal and local levels also play an important role in securing the Sector. Federal, State, local, tribal, territorial, and private sector partners are actively engaged through the Critical Infrastructure Partnership Advisory Council (CIPAC) initiatives; the goal of establishing such a partnership is to leverage complementary resources in government and between government and industry to ensure a more robust, resilient, and secure sector. The GCC consists of representatives from Federal, State, local, tribal, and territorial governments. The objective of the GCC is to provide effective coordination of food and agriculture security strategies, activities, policy, and communication across the government and between the government and the private sector to support the Nation's resilience and homeland security mission.

The Sector Coordinating Council (SCC) is a self-governing body representing the food and agriculture industry that provides a forum for the private sector to discuss infrastructure protection issues or to communicate with the government through GCC.

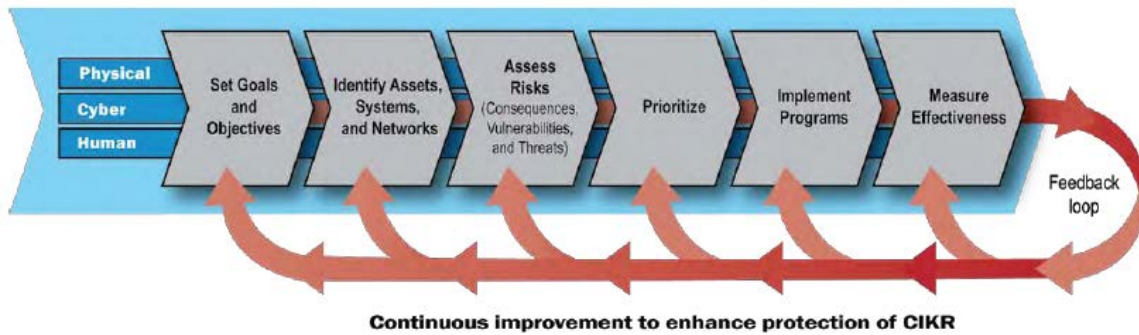
As the SSAs for the Food and Agriculture Sector, USDA and FDA also coordinate closely with the DHS through formal meetings with SSAs in other sectors and on an ad hoc basis to address issues and concerns as appropriate. The SSAs have interagency agreements with many other Federal and State agencies to delineate responsibilities for food and feed safety

and animal and crop health. These agreements are the foundation for mapping relationships and delineating responsibilities among these Federal partners. The SSAs maintain close communication with GCC Federal partners and other Federal agencies, including the Department of Commerce’s National Marine Fisheries Service, the Centers for Disease Control and Prevention (CDC), CBP, the U.S. Environmental Protection Agency (EPA), the Federal Trade Commission, the Department of Transportation, the Consumer Product Safety Commission, and the FBI. SSAs also receive information from other governmental security agencies and guidance from the Office of Management and Budget (OMB).

The SSAs work closely with State, Local, Tribal, and Territorial (SLTT) entities. The program areas covered and jurisdictional lines can vary significantly, depending on each State or region in the United States. Primarily, State and local food protection and agriculture agencies have jurisdiction of the food supply at the retail and wholesale levels, including the receipt of agricultural products in the local jurisdiction. More than 3,000 SLTT agencies have primary responsibility to regulate the retail food and food service industries in the United States. They are responsible for the inspection and oversight of over one million food establishments — restaurants and grocery stores, vending machines, cafeterias, and other outlets in health care facilities, schools, and correctional facilities.

## 6. GUIDING FRAMEWORKS

The National Infrastructure Protection Plan (NIPP) provides the unifying structure for the integration of CI/KR protection efforts into a single national program. The NIPP provides an overall framework for integrating CI/KR protection and resiliency programs, strategies, and activities. It identifies the need for a Sector-Specific Plan (SSP) for each of the sectors, which are strategically based by design. The intention of the SSPs is to complement the response-based NRF. The SSPs describe the application of the overall risk management framework for each of the 18 critical infrastructure sectors. The cornerstone of the NIPP is its risk management framework. Risk, in the context of the NIPP, is defined as the potential for loss, damage, or disruption to the Nation’s CI/KR resulting from destruction, incapacitation, or exploitation during some future manmade or naturally occurring event. The NIPP risk management framework establishes the process for combining consequence, vulnerability, and threat information to produce a comprehensive, systematic, and rational assessment of national or sector-specific risk that drives CI/KR protection activities. The framework applies to the general threat environment and to specific threats or incident situations. Figure 6.2 illustrates the NIPP risk management framework.



**Figure 6.2 - NIPP Risk Management Framework**

Updated in 2010, the Food and Agriculture SSP is the result of over 13 months of collaboration between the private sector, Federal, State, local, Tribal and Territorial government organizations. This collaboration resulted in a document which portrays the sector’s current all hazards protective posture and resiliency strategies, as well as a forum which illustrates a myriad of initiatives, resources, programs, and tools which can be applied by sector partners to:

- Assist in the identification and implementation of risk mitigation activities;
- Reduce the vulnerability of the food supply;
- Deter threats to the sector; and
- Minimize the consequences from and aid in the development of resiliency strategies to assist the Sector in recovering from large scale incidents.

The SSP describes the following aspects of the Food and Agriculture Sector:

- Profile and goals;
- Processes and mechanisms by which assets, systems, and networks are identified; Approaches and tools used to assess risk and prioritize infrastructure;
- Considerations for development and implementation of protective programs;
- Metrics and approaches to measure progress;
- Research and development; and
- Coordination between partners.

## 7. INTERDEPENDENCIES

The SSP also defines interdependencies between the Food and Agriculture (FA) Sector and other critical infrastructure sectors. For example, the FA Sector is dependent on the Water Sector to provide a continuous supply of potable water and adequate wastewater facilities. Water is necessary for processing facilities, livestock production, and crop irrigation at the farm level, where water sources often include rivers, reservoirs, lakes, and groundwater. In addition, food and ingredient manufacturing relies on water, and especially municipal water

and wastewater systems, for processing. A water shortage would limit the ability of farmers to irrigate crops, but the Water Sector would not be directly impacted by a large scale FA Sector disruption. Similarly, the Transportation Systems Sector provides the means for delivering inputs to the farm, including items such as seeds, seed stock, fertilizer, and feed required for agricultural production. The FA Sector is dependent on the Transportation Systems Sector for the delivery of these agricultural products to processing facilities, then to distribution facilities and retailers, and finally to the consumer. The FA Sector relies on fertilizers and pesticides supplied by the Chemical Sector for the production of economical and plentiful agricultural products. Conversely, the Commercial Facilities (CF) Sector could be significantly impacted and experience losses in revenue by a large scale disruption of the FA Sector, specifically at the retail level, whereas the Commercial Facilities Sector relies on the outputs from retail food venues to support consumer demands for food and beverages at sporting events, mass gatherings, and other venues with mass attendance.

The FA Sector, in collaboration with other sectors and DHS, seeks to illustrate and further examine these dependencies and interdependencies. Some benefit could be realized from these Life Support Sectors to begin to address overlaps and interdependencies to aid in future planning, integration, and coordination not only to eliminate redundancy in efforts, but to create a synergistic relationship in which each sector can benefit from its respective overlaps. These overlaps could identify the existing strengths and potential vulnerabilities that could be in need of improvement or resiliency strategies.

## 8. ASSESSING RISKS

Risk, as defined by the NIPP, is derived from an equation that incorporates consequence, vulnerability, and threat. The FA Sector typically focuses on systems and networks instead of on individual assets when conducting a risk assessment. The FA Sector has developed and used specific tools for specific purposes to assess risk.

Operational Risk Management (ORM) was previously used in the sector to help prioritize food products and commodities for further assessments by evaluating relative public health consequences; this process yielded a risk ranking to facilitate decision making. The CARVER+Shock methodology was developed to help assess vulnerability. For this document, vulnerability assessment tools and approaches will be illustrated. The Food Agriculture Sector Criticality Assessment Tool (FASCAT) is used to assess criticality in the sector. CARVER+Shock—which stands for Criticality, Accessibility, Recuperability, Vulnerability, Effect, Recognizability, + Shock—was designed to identify vulnerabilities in assets, systems, and networks that comprise the FA Sector by encompassing the consequences and threats.

Consequence is the last component of risk, and it is assessed through the accumulation of reportable data (e.g., illness, death, and economic impact). Both USDA and FDA have mechanisms to monitor adverse events. The information is aggregated to produce a clear picture of the consequence for each type of incident.

The NIPP risk management framework calls for CI/KR partners to assess risk from any scenario as a function of consequence, vulnerability, and threat, as defined below. As stated in the NIPP, “it is important to think of risk as influenced by the nature and magnitude of a threat (T), the vulnerabilities to that threat (V), and the consequences that could result (C).”

$$R = f(C,V,T)$$

- Consequence (C) Analysis: estimates the potential public health and economic impacts that a successful attack could cause;
- Vulnerability (V) Assessment: identifies weaknesses in an asset design, implementation, or operation that can be exploited by an adversary; and
- Threat (T) Analysis: estimates the likelihood that a particular target, or type of target, will be selected for attack, and is based on the intent and capability of an adversary.

The NIPP also contains criteria designed to help comprehend consequence, vulnerability, and threat. Threats posed to the FA Sector are distinct in many ways. The decentralized nature of food production makes a localized terrorist attack or natural disaster limited in the ability of a terrorist to impact the population as a whole. An intentional or unintentional destruction of a particular facility has the potential to severely affect a local economy and it can reduce the availability of a product, but the population will not go without food as a result.

If an agent is introduced at a point of distribution, the possibility exists of that contaminant being spread over the entire country. The FA Sector, therefore, has targeted numerous efforts on food and agriculture defense.

## 9. REPORTING RESPONSIBILITIES

SSAs document their efforts to identify, prioritize, and coordinate CI/KR protection in their respective sectors in a report submitted to the DHS on an annual basis. The OHSEC disseminates guidance and templates to USDA agencies and works with FDA to compile information into a comprehensive report for the FA Sector.

## CHAPTER 7

### INCIDENT RESPONSE TRAINING

#### 1. BACKGROUND

In order to better prepare and respond to incidents, USDA personnel must be provided with appropriate incident management training. Individual agencies should utilize the guidance provided in this manual to determine what levels of training to require employees to complete dependent on their roles in an incident response situation.

USDA follows the guidance provided in the NIMS Training Plan that is managed by FEMA. The Plan is a critical tool in promoting the nationwide implementation of NIMS as a well-developed training program that facilitates NIMS training throughout the Nation, growing the number of adequately trained and qualified emergency management/response personnel.

Depending on the course and subject, training may be provided in either a traditional classroom setting or taken through web-based training systems such as USDA's AgLearn portal or FEMA's Emergency Management Institute's Independent Study (IS) Portal.

The training requirements described in this chapter do not apply to USDA personnel that have job duties involving wildland firefighting. These personnel should adhere to the applicable training requirements set forth in the FS Fire and Aviation Management Qualifications Handbook (FSM 5109.17) and related National Wildfire Coordinating Group (NWCG) documents.

#### 2. USDA NIMS TRAINING REQUIREMENTS

NIMS is a dynamic system, and the doctrine and implementation requirements will continue to evolve as prevention, preparedness, response, and recovery capabilities improve and our homeland security landscape changes. New personnel will continue to need NIMS training and NIMS processes will still have to be exercised in future years.

The successful implementation of NIMS depends on the participation and integration of all Federal, State, territorial, and community-based organizations, including public, nongovernmental, and private organizations that may have a role in preventing, preparing for, responding to, or recovering from an incident.

The NIMS training requirements provided in Table 7.1 are to be reviewed by each USDA agency and appropriate guidance provided to agency employees to require completion of



appropriate training. Table 7.2 provides description of basic NIMS and NRF course while Table 7.3 provides training course of all ICS positions.

Agencies and offices need to maintain records of what training has been taken by their employees. This information should be provided to OHSEC as requested to fulfill reporting requirements established by FEMA.

**Table 7.1 – NIMS Training Guidelines for USDA Personnel**

<u>Level</u>	<u>Required Training</u>
<p><b>Entry-Level First Responders</b></p> <ul style="list-style-type: none"> <li>• Veterinarians and animal care workers</li> <li>• Disaster response workers</li> <li>• Inspectors</li> <li>• Skilled support personnel</li> <li>• Emergency medical service personnel</li> <li>• Firefighters (with the exception of FS firefighters)</li> <li>• Law enforcement personnel</li> <li>• Other emergency management response, support, volunteer personnel at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction to the National Incident Management System (NIMS)</li> <li>• National Response Framework (NRF), An Introduction</li> <li>• ICS-100: Introduction to ICS</li> </ul>
<p><b>First-Line Supervisors</b></p> <ul style="list-style-type: none"> <li>• Single resource leaders</li> <li>• Field supervisors</li> <li>• Other incident management/response/support personnel that require a higher level of ICS/NIMS training</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction to the National Incident Management System (NIMS)</li> <li>• National Response Framework (NRF), An Introduction</li> <li>• ICS-100: Introduction to ICS</li> <li>• ICS-200: Basic ICS</li> </ul>
<p><b>Middle Management</b></p> <ul style="list-style-type: none"> <li>• Strike Team Leaders</li> <li>• Task Force Leaders</li> <li>• Unit Leaders</li> <li>• Division/Group Supervisors</li> <li>• Branch Directors</li> <li>• MAC System/EOC staff</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction to the National Incident Management System (NIMS)</li> <li>• National Response Framework (NRF), An Introduction</li> <li>• ICS-100: Introduction to ICS</li> <li>• ICS-200: Basic ICS</li> <li>• ICS-300: Intermediate ICS</li> </ul>
<p><b>Upper Management</b></p> <ul style="list-style-type: none"> <li>• Personnel serving in a Command or General Staff position</li> <li>• Select department heads with Multiagency Coordination System responsibilities</li> <li>• Area commanders</li> <li>• Emergency managers</li> <li>• MAC System/EOC managers</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction to the National Incident Management System (NIMS)</li> <li>• National Response Framework (NRF), An Introduction</li> <li>• ICS-100: Introduction to ICS</li> <li>• ICS-200: Basic ICS</li> <li>• ICS-300: Intermediate ICS</li> <li>• ICS-400: Advanced ICS</li> </ul>
<p><b>Management Personnel Not Involved With Incident Response</b></p>	<p>All USDA personnel in a higher level management position who will not be directly involved in incident response or recovery efforts but require a basic understanding of ICS terminology should take I-402: ICS Summary for Executives</p>

### 3. COURSE INSTRUCTION REQUIREMENTS

When courses are delivered internally by USDA agencies utilizing the USDA ICS training curriculum, students can be provided with an official USDA course completion certificate for ICS training provided that all instructors meet the qualification requirements set forth in this document. In addition, all instructors must be approved by the USDA Emergency Response Training Coordinator (ERTC) prior to instructing a course utilizing the USDA curriculum if certificates are to be issued. The ERTC is located within the USDA-OHSEC. Instructor approvals are valid for no more than a 12-month period and are issued on a calendar-year basis.

#### a. Types of Instructors

In the delivery of ICS and related incident management courses, USDA recognizes the following levels of instructors.

- (1) Lead Instructor: An instructor that has sufficient experience in presenting all units of the course.
- (2) Unit Instructor: An instructor that is experienced in the particular lesson content he or she is presenting.
- (3) Adjunct Instructor: An instructor that provides limited instruction in specialized knowledge and skills at the discretion of the lead instructor. Adjunct instructors must be experienced, proficient, and knowledgeable of current issues in their field of expertise and have experience in adult education.

#### b. Instructor Qualifications

Table 7.2 of this chapter provides the specific requirements for the level and number of instructors that are required to teach basic NIMS and NRF courses for USDA. For position specific ICS courses, it is recommended that all lead instructors complete an appropriate train-the-trainer course taught by USDA, Emergency Management Institute (EMI), or NWCG.

When making application to the ERTC, prospective instructors must provide a brief resume along with copies of relevant certificates or diplomas to document the required training. To document the required experience, copies of incident action plans from incidents that the prospective instructor has worked on will be submitted.

Once an instructor has been approved to deliver ICS courses for USDA, it will not be necessary to resubmit the required training and experience documentation for subsequent years. Instructors desiring to remain on the USDA approved instructor list only need to make an annual request to the ERTC.

**Table 7.2 – Basic NIMS and NRF Courses**

Hours	Description	Instructor Qualifications
<b>IS-700.a: Introduction to the National Incident Management System (NIMS)</b>		
2-3	This web-based awareness-level course explains NIMS components, concepts, and principles. The course is available online through FEMA’s Emergency Management Institute (EMI) at <a href="http://training.fema.gov/emiweb/is/is700a.asp">http://training.fema.gov/emiweb/is/is700a.asp</a> .	<ul style="list-style-type: none"> <li>• Course can be taught with one instructor.</li> <li>• The instructor should have a working knowledge of NIMS components, concepts, and principles.</li> </ul>
<b>IS-800.b: National Response Framework (NRF), An Introduction</b>		
2-3	This web-based awareness-level course introduces the key elements of the NRF so that its implementation can be supported at all levels of government. The course is available online through FEMA’s EMI at <a href="http://training.fema.gov/emiweb/is/is800b.asp">http://training.fema.gov/emiweb/is/is800b.asp</a> .	<ul style="list-style-type: none"> <li>• Course can be taught with one instructor.</li> <li>• The instructor should have a working knowledge of NRF components, concepts, and principles.</li> </ul>
<b>ICS-100: Introduction to ICS</b>		
2-3 for online and 8 for classroom	<p>This course provides an introduction to the ICS. It provides a foundation upon which to enable entry-level personnel to function appropriately in the performance of incident-related duties.</p> <p>This course is available on the USDA AgLearn Web site; through FEMA’s EMI at <a href="http://training.fema.gov/emiweb/is/is100a.asp">http://training.fema.gov/emiweb/is/is100a.asp</a>; or it may be taught in a traditional classroom setting.</p>	<ul style="list-style-type: none"> <li>• Class may be taught with one or two instructors.</li> <li>• The Lead Instructor and Unit Instructor must have successfully completed ICS-100 (IS-100.a), ICS-200 (IS-200.a), and IS-700.a.</li> <li>• The Lead and Unit Instructors must have experience in adult education and a minimum of 32 hours of formal instructor training (National Fire Protection Association (NFPA) 1041 Instructor I, National Wildfire Coordinating Group (NWCG) M-410 Facilitative Instructor, Emergency Management Institute (EMI) Master Trainer Program, degree/certificate in education, or equivalent.</li> </ul>

**Table 7.2 – Basic NIMS and NRF Courses (Continued)**

Hours	Description	Instructor Qualifications
<b>ICS-200: Basic ICS</b>		
2-3 for online and 12.5 for classroom	<p>This course introduces students to the principles of the ICS associated with incident-related performance.</p> <p>This course is available on the USDA AgLearn Web site; through FEMA’s EMI at <a href="http://training.fema.gov/emiweb/is/is200a.asp">http://training.fema.gov/emiweb/is/is200a.asp</a>; or it may be taught in a traditional classroom setting.</p>	<ul style="list-style-type: none"> <li>• Class may be taught with one or two instructors.</li> <li>• The Lead Instructor should have successfully completed ICS-100 (IS-100.a) , ICS-200 (IS-200.a), ICS-300, and IS-700.a,</li> <li>• Unit Instructors should have successfully completed ICS-100, ICS-200, and IS-700.a.</li> <li>• The Lead and Unit Instructors must have experience in adult education and a minimum of 32 hours of formal instructor training (National Fire Protection Association (NFPA) 1041 Instructor I, National Wildfire Coordinating Group (NWCG) M-410 Facilitative Instructor, Emergency Management Institute (EMI) Master Trainer Program, degree/certificate in education, or equivalent).</li> </ul>
<b>ICS- 300: Intermediate ICS for Expanding Incidents</b>		
18	<p>This course provides description and detail of the ICS organization and operations in supervisory roles on expanding or Type 3 incidents.</p> <p>This course must be delivered in a traditional classroom setting.</p>	<ul style="list-style-type: none"> <li>• At least two instructors are recommended to conduct ICS300 classes.</li> <li>• The Lead Instructor should have successfully completed ICS-100 (IS-100.a), ICS-200 (IS-200.a), ICS-300, ICS-400, IS-700.a, and IS-800.b.</li> <li>• The Unit Instructor should have successfully completed I-100 (IS-100.a), I-200 (IS-200.a), I-300, IS-700.a, and IS-800.b.</li> <li>• The Lead and Unit Instructors must have experience in adult education and a minimum of 32 hours of formal instructor training (National Fire Protection Association (NFPA) 1041 Instructor I, National Wildfire Coordinating Group (NWCG) M-410 Facilitative Instructor, Emergency Management Institute (EMI) Master Trainer Program, degree/certificate in education, or equivalent).</li> <li>• The Lead Instructor should have served as an IC or in a Command Staff or General Staff position in an incident that went beyond one operational period or required an IAP.</li> <li>• The Unit Instructor should have served as an Incident Commander or in a Command Staff or General Staff position, or have specialized knowledge and experience related to ICS.</li> </ul>

**Table 7.2 – Basic NIMS and NRF Courses (Continued)**

Hours	Description	Instructor Qualifications
<b>ICS- 400: Advanced ICS, Command and General Staff – Complex Incidents</b>		
16	<p>This course directs the student toward an operational understanding of large single-agency and complex multiagency/multijurisdictional incident responses.</p> <p>This course must be delivered in a traditional classroom setting.</p>	<ul style="list-style-type: none"> <li>• The Lead Instructor and Unit Instructor should have successfully completed ICS-100 (IS-100.a), ICS-200 (IS-200.a), ICS-300, ICS-400, IS-700.a, and IS-800.b.</li> <li>• The Lead and Unit Instructors must have experience in adult education and have a minimum of 32 hours of formal instructor training (NFPA 1041 Instructor I, NWCG M-410 Facilitative Instructor, EMI Master Trainer Program, degree/certificate in education, or equivalent).</li> <li>• The Lead and Unit Instructors should have served as IC or in a Command Staff or General Staff position in an incident that required multiagency coordination and went beyond one operational period or required a written IAP.</li> </ul>
<b>I-402: ICS Summary for Executives</b>		
2	<p>The purpose of this course is to provide an orientation to the ICS for executives and senior officials (including elected officials, city/county managers, agency Administrators, etc.).</p> <p>This course is usually delivered in a traditional classroom setting.</p>	<p>At a minimum, instructors should have completed ICS-100 (IS-100.a) and ICS-200 (IS-200.a), and have experience working in an ICS environment.</p>

#### 4. SOURCES OF TRAINING

USDA recognizes that many operational aspects of NIMS, including ICS training, are available through other Federal and non-Federal sources. If required courses are available through AgLearn, USDA employees are strongly encouraged to take the USDA version.

If a USDA sponsored course is not available, training can be obtained from outside sources. Employees taking these courses should seek information on the qualification of the instructors as well as the course curriculum to ensure that the course is the latest version and applicable to their job functions. For position-specific classroom courses, it is recommended that employees take either the NWCG or FEMA All-Hazards version.

In all cases, employees should maintain records of all training taken by utilizing the learning history feature of AgLearn. For crediting of outside courses, an AgLearn administrator can assist an employee with entering course completion information in their AgLearn learning history.

#### 5. PREVIOUS TRAINING

Emergency management/response personnel who have already been trained in ICS do not need retraining including ICS courses managed, administered, or delivered by USDA, EMI, the National Fire Academy, Firefighting Resources of California Organized for Potential Emergencies (FIREScope), NWCG, EPA, and USCG so long as previous training was NIMS compliant.

For example, when an ICS course is simply updated, it is not a requirement that the new version has to be taken.

#### 6. APPLYING FOR A COURSE

##### a. USDA OHSEC and USDA Agency Offered Courses

To apply for a course offered by a USDA agency, prospective students should complete the application utilized by that agency. Copies of all certificates that support the prerequisites must be provided along with the application.

##### b. State Agency Offered Courses

When a course is being offered by a State agency utilizing the USDA curriculum, the State agency will serve as the POC for the training course. A State agency may use their own course application form but any necessary prerequisites should be verified by the State agency POC and supporting documentation maintained in that agency's files.

c. Other Federal, State or Local Agency Sponsored Courses

Employees desiring to take courses offered by other entities will make application directly with that entity and will need to meet all prerequisites established by that entity.

7. COURSE DOCUMENTATION AND ADMINISTRATION

a. USDA OHSEC and USDA Agency Offered Courses

For courses offered by a USDA agency, the POC should complete the USDA Course Roster and provide it to the Lead Instructor for the training course. During actual instruction of the course, the Lead Instructor has responsibility for ensuring that:

- The USDA Course Attendance Sheet is completed for all sessions;
- The USDA Course Evaluation is completed by each student;
- The final exam is completed; and
- Any other course-specific requirements are met.

After the conclusion of the course, the Lead Instructor should furnish the Course Attendance Sheet, Course Evaluation, and final exams to the USDA agency POC. The lead instructor will grade the final exams, insert the grades into the USDA Course Roster and provide the exams and course roster to the POC. The POC will provide the Course Roster along with copies of the Course Evaluations to the USDA ERTC. Once the Course Roster is received and reviewed by the USDA ERTC, USDA course completion certificates will be prepared and forwarded to the POC for distribution to those course participants who successfully completed the course.

b. State Agency Offered Courses Utilizing USDA Curriculum

The USDA Course Roster should be completed by the State agency POC and provided to the Lead Instructor for the training course. During actual instruction of the course, the Lead Instructor has responsibility for ensuring that:

- The USDA OHSEC Course Attendance Sheet is completed for all sessions;
- The USDA OHSEC Course Evaluation is completed;
- The final exam is completed; and
- Any other course-specific requirements are met.

After the conclusion of the course, the Lead Instructor should furnish the Course Attendance Sheet, Course Evaluation, and final exams to the State agency POC. The State agency POC will grade the final exams, insert the grades into the USDA Course Roster, and provide the Course Roster along with copies of the Course Evaluations to the USDA ERTC. Once the Course Roster is received and reviewed by the USDA



ERTC, course completion certificates will be prepared and forwarded to the State agency POC for distribution to those course participants who successfully completed the course.

## 8. TESTING

The standard for passing a USDA course is 70 percent. The Instructor Guides will identify the evaluation criteria for each course. Some courses may use course components (pre-course tests, unit tests, class participation, and final exams) to aggregate the passing score. The passing score will be based on the final exam unless otherwise stated.

Final exams and answer sheets are provided in the Instructor Guides for all of the USDA incident management training courses. Instructors must not substitute tests, test questions, or answer sheets for any courses.

The USDA OHSEC maintains a database of all training that is provided to USDA and State agency personnel utilizing USDA course curriculum.

## 9. TRAINING CERTIFICATES

The USDA OHSEC will issue certificates for all agency training courses that are delivered utilizing the USDA course curriculum after confirmation that the following requirements were met:

- The instructor(s) met the Instructor Qualifications requirements established by the USDA OHSEC;
- The course curriculum and recommended instruction times were closely adhered to;
- Students successfully completed the course with a score of 70 percent or higher on the written final exam in addition to any other requirements for a specific course; and
- Students attended all sessions of a course unless arrangements were made with the Lead Instructor and makeup session(s) were completed.

## 10. QUALIFICATION PROCESS

An individual desiring to become fully qualified in a particular ICS position should take the following steps.

- Determine the position for which they desire to become qualified.
- Discuss plans with an immediate supervisor and/or agency training official.
- Request initiation of a position task book (PTB) for the applicable position. PTBs along

with instructions can be obtained from the NWCG at <http://www.nwcg.gov/pms/taskbook/taskbook.htm> or FEMA at <http://training.fema.gov/EMIWeb/IS/ICSResource/PositionChecklists.htm>.

- Complete all required training for the applicable position.
- Participate as a trainee on incident assignments (includes shadowing assignments) in order to complete the PTB.

An agency's decision as to whether to use the NWCG or FEMA PTBs should be based on how their IMTs are typed.

- The NWCG Wildland Fire Qualification System Guide, PMS 310, <http://www.nwcg.gov/pms/docs/pms310-1.pdf> provides guidance on qualifications for Type 1 and Type 2 personnel and IMTs.
- For agencies utilizing Type 3 IMTs, the guidance provided by FEMA at <http://www.usfa.dhs.gov/fireservice/subjects/incident/imt/index.shtm> should be reviewed. When NIMS guidance on Type 3 IMTs is released, those guidelines should be followed.

In order to gain the maximum benefit from the experience portion of the qualification process, trainees should utilize any available Job Aids ("how to" books) to assist them in performing specific tasks associated with a position. After an individual has become qualified, the book can be used as an aid or refresher in doing the job. Job Aids can be obtained at <http://www.nwcg.gov/pms/resources/jobaids.htm> or [http://www.training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr\\_JobAids.htm](http://www.training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_JobAids.htm).

**Table 7.3 – Training Courses for ICS Positions**

<b>NWCG Course Number</b>	<b>EMI Course Number</b>	<b>Course Title</b>	<b>Course Length</b>	<b>Instructional Method</b>	<b>Applicable ICS Positions</b>
S-358	L-969	Communications Unit Leader	24/32	Classroom	Communications Unit Leader
	L-956	Liaison Officer	16	Classroom	Liaison Officer
L-480		Incident Management Team Leadership	34	Classroom	All
S-200		Initial Attack Incident Commander	16	Classroom	Incident Commander
S-203		Introduction to Incident Information	29	Classroom	Public Information Officer
S-248		Status/Check-In Recorder	16	Classroom	Planning
S-258		Incident Communications Technician	32	Classroom	Logistics
S-260		Interagency Incident Business Management	20	Classroom	All
S-261		Applied Interagency Incident Business Management	16	Classroom	Finance/Admin
S-300	L-950	Incident Commander Extended Attack	16/40	Classroom	Incident Commander
S-346	L-964	Situation Unit Leader	24/32	Classroom	Planning
S-349		Resource Unit Leader/Demobilization Unit Leader	32	Classroom	Planning
	L-965	Resource Unit Leader	32	Classroom	Planning
S-354	L-971	Facilities Unit Leader	28/24	Classroom	Logistics
S-355		Ground Support Unit Leader	16	Classroom	Logistics
S-356	L-970	Supply Unit Leader	16/24	Classroom	Logistics
S-357		Food Unit Leader	32	Classroom	Logistics
S-358		Communications Unit Leader	24	Classroom	Logistics
S-360	L-975	Finance/Administration Unit Leader	32/16	Classroom	Finance/Admin
S-400		Incident Commander	24	Classroom	Incident Commander
S-403	L-952	Information Officer	32/40	Classroom	Public Information Officer
S-404	L-954	Safety Officer	24/32	Classroom	Safety Officer
S-420		Command and General Staff	36	Classroom	All
S-339	L-960	Division/Group Supervisor Course	20/24	Classroom	Division/Group Supervisors
S-430	L-958	Operations Section Chief	24/32	Classroom	Operations
S-440	L-962	Planning Section Chief	20/32	Classroom	Planning
S-445		Incident Training Specialist	18	Classroom	Planning
S-450	L-967	Logistics Section Chief	16/40	Classroom	Logistics
S-460	L-973	Finance/Administration Section Chief	24/24	Classroom	Finance/Admin

## CHAPTER 8

### EXERCISES

#### 1. BACKGROUND

HSPD-8 stated that it was the policy of the United States Government (USG) “to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities.” HSPD-8 was replaced by Presidential Policy Directive 8 on March 30, 2011.

Presidential Policy Directive-8 (PPD-8) “is aimed at strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters. Our national preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens. As such, while this directive is intended to galvanize action by the Federal Government, it is also aimed at facilitating an integrated, all-of-Nation, capabilities-based approach to preparedness.”

Exercises allow personnel, from first responders to senior officials, to validate training and practice strategic and tactical prevention, protection, response, and recovery capabilities in a risk-reduced environment. Exercises are the primary tool for assessing preparedness and identifying areas for improvement, while demonstrating community resolve to prepare for major incidents. Exercises aim to help entities within the community gain objective assessments of their capabilities so that gaps, deficiencies, and vulnerabilities are addressed prior to a real incident.

To comply with current Directives and to ensure the Department maintains adequate response capabilities, USDA and its agencies must be prepared to participate in exercises at the national, regional and State level. USDA and its agencies should also conduct internal exercises. Regardless of whether the exercise involves external entities, USDA agencies and offices should plan, conduct, and evaluate their exercises using applicable guidelines and principles provided within the Homeland Security Exercise and Evaluation Program (HSEEP).

Well-designed and well-executed exercises are the most effective means of:

- 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.

## 2. EXERCISE TYPES AND TIERS

There are seven types of exercises defined within HSEEP, each of which is either discussions-based or operations-based. In addition, the National Exercise Program (NEP) establishes four tiers of exercises.

### a. Exercise Types

#### (1) Discussions-Based Exercises

Discussion-based exercises familiarize participants with current plans, policies, agreements, and procedures, or may be used to develop new plans, policies, agreements, and procedures. Types of discussion-based exercises include:

##### (a) Seminar

A seminar is an informal discussion, designed to orient participants to new or updated plans, policies, or procedures (e.g., a seminar to review a new Evacuation Standard Operating Procedure).

##### (b) Workshop

A workshop resembles a seminar, but is employed to build specific products, such as a draft plan or policy.

##### (c) Tabletop Exercise

Key staff, decision makers, and elected and appointed officials are typical participants in a tabletop exercise (TTX), which is generally held in an informal setting intended to generate discussion of various issues regarding a hypothetical, simulated incident.

##### (d) Games

A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real-life situation.

## (2) Operations-Based Exercises

Operations-based exercises validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps in an operational environment. Types of operations-based exercises include:

### (a) Drill

A drill is a coordinated, supervised activity usually employed to test a single, specific operation or function within a single entity.

### (b) Functional Exercise

Functional exercises (FEs) are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions.

### (c) Full-Scale Exercises

A full-scale exercise (FSE) is a multiagency, multijurisdictional, multidiscipline exercise involving functional and “boots on the ground” response.

## b. Exercise Tiers

(1) The NEP categorizes exercise activities into four tiers. These tiers reflect the relative priority for interagency participation, with Tier I as the highest and Tier IV as the lowest. The NEP Exercise Tiers are as follows:

### (a) Tier I Exercises (Required).

Tier I Exercises are centered on White House directed, USG-wide strategy and policy-related issues and are executed with the participation of all appropriate department and agency heads (or their deputies) and all necessary operations centers. Tier I Exercises include Principal Level Exercises (PLEs) and National Level Exercises (NLEs).

### (b) Tier II Exercises (Commended).

Tier II Exercises are focused on strategy and policy issues supported by all appropriate departments and agencies either through the National Simulation Center or as determined by each department or agency's leadership. Tier II exercises are endorsed through the NEP process as meriting priority for interagency participation. Tier II exercises take precedence over Tier III exercises in the event of resource conflicts.

(c) Tier III Exercises (Permitted).

Tier III Exercises are usually referred to as Regional Exercises. They are focused on operational, tactical, or organization-specific objectives and do not require broad interagency headquarters-level involvement to achieve their stated exercise or training objectives. Participation is at the discretion of each department or agency.

(d) Tier IV Exercises.

Tier IV Exercises are exercises in which State, territorial, local, and/or tribal governments, and/or private sector entities, are the primary audience or subject of evaluation.

### 3. PLANNING FOR EXTERNAL EXERCISES

All exercises must be developed around clear and concise objectives. Objectives should define specific goals, provide a framework for scenario development; drive the formulation of the master scenario events list (MSEL); guide the development of individual organizational objectives; and provide evaluation criteria by focusing on what needs to be accomplished during the exercise. The number of objectives should be limited to an appropriate number that will allow proper conduct, facilitate reasonable scenario design, and adequately support successful completion of the exercise. Objectives should be tailored to an agency/office's needs and based on the mission area capabilities and capability targets.

Additionally, the number of injects developed for the MSEL should be carefully considered. Development of MSEL injects must take into account the amount of time that the control cell will be operating and the number of controllers present in the control cell during an operational period.

USDA and its agencies and offices will conduct planning for exercises as follows:

a. Principal Level and Senior Official Exercise

Attendance at planning conferences and coordination of planning for PLEs and SOEs is handled by the OHSEC. USDA agencies, offices and ESF coordinators will be consulted as necessary to provide assistance with the planning process and development of briefing materials.

b. National Level

These include Tier I and Tier II level exercises. The OHSEC will coordinate with USDA agencies and offices to identify individuals to serve as exercise planners. These planners will work with OHSEC to develop objectives and injects for the MSEL.

Exercise planners will not serve as players during the exercise conduct but can assist with control, simulation and evaluation activities.

c. Regional Level

USDA will be represented at the Concept and Objectives (C&O) Meeting for regional level exercises (Tier III) by regional level ESF4 and ESF11 coordinators. When participating in the C&O Meeting, these ESF coordinators must represent all interests of USDA and not just those of the ESF they are responsible for. Prior to the Initial Planning Conference being conducted, the ESF coordinators will work with officials from the appropriate USDA agencies to ensure they are invited into the planning process. If more appropriate USDA planners are identified, the ESF coordinators may choose to not further engage in the planning process so that they can serve as players or provide other assistance as needed during the exercise conduct.

d. Federal Interagency

When other Federal departments or agencies are planning exercises, USDA may be requested to participate in the planning process. If USDA agencies, offices, or ESF coordinators are directly invited to participate in such exercise planning, they should evaluate the exercise to determine if other agencies or offices within USDA should be included. If it is determined that other agencies or offices should be invited, the OHSEC should be notified and requested to coordinate the participation and planning.

e. State and Local

For State and local exercises, USDA agencies at the regional, State and local levels should participate in planning conferences as appropriate.

#### 4. PARTICIPATION IN EXTERNAL EXERCISES

USDA and its agencies and offices have the opportunity to participate in a wide variety of external exercises. This section describes USDA's level of involvement in the various exercises.

a. Principal Level and Senior Official Exercise

The Secretary or Deputy Secretary will participate depending on guidance issued by the White House. Additional USDA officials may be allowed to attend these exercises as determined on a case-by-case basis.



b. National Level

Players and staffing for simulation, control and evaluation should be identified by OHSEC in consultation with planners from the ESF Coordinators, USDA agencies and offices. USDA players and other exercise participants may be involved in NLEs from the local to the national level.

c. Regional Level

Players and staffing for regional level exercises will be determined by the ESF Coordinators or their designee and USDA agencies that have been invited to participate in the exercise. If assistance is needed to coordinate such participation, the USDA planners for the particular exercise should first be consulted and if necessary, assistance can also be provided by the OHSEC.

d. Federal Interagency

When other Federal departments or agencies are conducting exercises, USDA may be requested to participate. All appropriate USDA agencies that should be participating in the exercise should have been identified during the planning process. These identified agencies or offices should make the decision on the appropriate personnel to assist with the exercise conduct. If assistance is required to coordinate exercise participation, the appropriate agencies or offices should contact the OHSEC.

e. State and Local

For State and local exercises, USDA agencies at the regional, State and local levels should participate as appropriate.

5. TRAINING AND EXERCISE PLANNING WORKSHOPS (T&EPW)

The T&EPW is a forum for developing, reviewing, and updating a Multi-Year Training and Exercise Plan and Schedule. It should be conducted annually, as close to the start of the calendar year as possible. It is one of the key elements of HSEEP because it is an opportunity for an agency or jurisdiction to discuss its Homeland Security Strategies and develop a plan to increase preparedness through training and exercises. It allows the agency or jurisdiction to translate goals and priorities into specific objectives and exercises, coordinate exercise activities, and track improvement plan actions against current capabilities, training, and exercises.

The purpose of the T&EPW is to review program accomplishments to date. Agencies or jurisdictions review their progress and accomplishments over the previous year. They should then identify needed modifications, such as areas of the Multi-Year Training and

Exercise Schedule that need updating. The workshop provides an excellent opportunity for agencies and jurisdictions to coordinate exercises to avoid duplication and pool resources.

a. Regional Training and Exercise Planning Workshops

A T&EPW is conducted in each FEMA region on an annual basis. FEMA conducts the planning at these workshops by ESF and not by department or agency. Therefore, USDA will be represented at these T&EPWs by its ESF4 and ESF11 coordinators. These ESF coordinators have the responsibility to represent the interests of all USDA agencies and offices.

All USDA sponsored exercises that will be occurring within a particular FEMA region should be included in the T&EPW Multi-Year Training and Exercise Schedule. Information on these exercises can be obtained through the National Exercise Scheduling System (NEXS) which is available at [https://hseep.dhs.gov/pages/1001\\_Toolk.aspx](https://hseep.dhs.gov/pages/1001_Toolk.aspx).

b. National Training and Exercise Planning Workshop

Planning at the national level is conducted by department and agency. Therefore, the USDA OHSEC will represent USDA in the national T&EPW. ESF coordinators will be included in this planning process.

## 6. SCHEDULING EXERCISES

All USDA agencies and offices will enter information pertaining to their planned exercises into the National Exercise Schedule (NEXS) System. USDA personnel can be added to the NEXS as a scheduler with approval from USDA OHSEC.

## 7. CONDUCTING EXERCISES

Exercise conduct validates the performance of objectives based on capabilities and tasks through effective execution of the scenario as well as pre-developed and ad-hoc injects. If used, injects are designed to stress the level of capability that already exists, without overwhelming participants. Exercise conduct includes setup and wrap-up activities. For a discussion-based exercise, conduct also entails presentation, facilitation, and discussion. For an operations-based exercise, conduct encompasses all operations occurring between the designated start of the exercise (StartEx) and end of the exercise (EndEx).

## 8. EVALUATING EXERCISES

Exercises are evaluated against the relevant activities and tasks that are linked to an agency's or office's objectives and capabilities.

Agencies and offices conducting exercises should prepare briefings to familiarize evaluators with personnel, resources, and technical issues pertaining to the performance of priority capabilities and associated critical tasks, while providing a clear framework for critical task performance evaluation. Evaluators are then strategically positioned to observe and record successes or shortcomings in performance of priority capabilities and critical tasks.

It is recommended that each exercise be immediately followed by a hot wash (for players) and/or debrief (for controllers, moderators, and evaluators), during which issues and observations arising from the exercise are discussed. During these events, moderators or discussion leaders center discussions largely on the capabilities and critical tasks on which the exercise is focused.

Issues and observations recorded during the exercise, as well as those recorded during post-exercise discussions, are to be captured in an After-Action Report/Improvement Plan (AAR/IP). Once the AAR/IP is drafted, exercise planners may schedule an After Action Conference to specifically address AAR recommendations in the IP. Overall, the AAR/IP focuses on results in meeting mission area capabilities and capability targets activities for priority capabilities and critical tasks. The AAR/IP should be developed within six months following conduct of the exercise.

END

## APPENDIX A

### ABBREVIATIONS AND ACRONYMS

AAR	After Action Report
AC	Area Command
AC	Animal Control
AFDO	Association of Food and Drug Officials
AMS	Agricultural Marketing Service
APAS	Agriculture Priorities and Allocation System
APHIS	Animal and Plant Health Inspection Service
ARS	Agricultural Research Service
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
A-TEAM	Advisory Team for Environment, Food and Health
A/V	Audio/Visual
CBP	Customs and Border Protection
CBRNE	Chemical/Biological/Radiological/Nuclear/Explosive
CCC	Commodity Credit Corporation
CDC	Centers for Disease Control and Prevention
CDO	Communications Duty Officer
C/E	Controller/Evaluator
CEB	County Emergency Board
CED	County Executive Director
CF	Commercial Facilities
CIA	Central Intelligence Agency
CI/KR	Critical Infrastructure and Key Resources
CIPAC	Critical Infrastructure Partnership Advisory Council
CLMS	Claims Specialist
CMSY	Commissary Manager
CNPP	Center for Nutrition Policy and Promotion
C&O	Concept and Objectives
COC	County Office Committee
COG	Continuity of Government
COMC	Communications Coordinator
COML	Communications Unit Leader
COMP	Compensation/Claims Unit Leader
COMT	Communications Technician
COOP	Continuity of Operations

## Appendix

COST	Cost Unit Leader
CRP	Conservation Reserve Program
CSREES	Cooperative State Research, Education, and Extension Service
CVM	Center for Veterinary Medicine
DAR	Damage Assessment Report
DFO	Defense Food Order
DHS	Department of Homeland Security
DIVS	Division Group Supervisor
DM	Departmental Manual
DMO	Defense Mobilization Order
DMOB	Demobilization Unit Leader
DOC	Department of Commerce
DNAP	Disaster Supplemental Nutrition Assistance Program
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOT	Department of Transportation
DPA	Defense Production Act
DRG	Disaster Readiness Group
DSCA	Defense Support of Civil Authorities
DSS	Daily Situation Summary
D-SNAP	Disaster Supplemental Nutrition Assistance Program
EAP	Emergency Action Plan
EC	Emergency Coordinator
ECP	Emergency Conservation Program
EDEN	Extension Disaster Education Network
EEG	Exercise Evaluation Guide
EMAC	Emergency Management Assistance Compact
EO	Executive Order
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EQPM	Equipment Manager
EQTR	Equipment Time Recorder
ERS	Economic Research Service
ERTC	Emergency Response Training Coordinator
ESF	Emergency Support Function
ESS	Emergency Services Sector

Appendix

EWP	Emergency Watershed Protection
FACL	Facilities Unit Leader
FA	Food and Agriculture
FAS	Foreign Agricultural Service
FASCAT	Food Agriculture Sector Critically Assessment Tool
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FDA	Food and Drug Administration
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FNS	Food and Nutrition Service
FRC	Federal Resource Coordinator
FS	Forest Service
FSA	Farm Service Agency
FSC	Finance/Administration Section Chief
FSE	Full-Scale Exercise
FSIS	Food Safety Inspection Service
GACC	Geographic Area Coordination Center
GAO	Government Accountability Office
GCC	Government Coordinating Council
GIPSA	Grain Inspection, Packers, and Stockyards Administration
GSUL	Ground Support Unit Leader
HAZMAT	Hazardous Materials
HHS	Department of Health and Human Services
HS	Homeland Security
HSAS	Homeland Security Advisory System
HSC	Homeland Security Council
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IC	Incident Commander
ICE	U.S. Immigration and Customs Enforcement
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
INCN	Incident Communications Manager
INJR	Compensation for Injury Specialist
IOF	Information Officer
IP	Improvement Plan

Appendix

JFO	Joint Field Office
JIC	Joint Information Center
LAR	Loss Assessment Report
LNO	Liaison Officer
LSC	Logistics Section Chief
MAA	Mutual Aid Agreement
MAC	Multiagency Coordination
MACC	Multiagency Coordination Center
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSEL	Master Scenario Events List
NASDA	National Association of State Departments of Agriculture
NASS	National Agricultural Statistics Service
NATO	North Atlantic Treaty Organization
NCS	National Communications System
NCIP R&D	National Critical Infrastructure Protection Research & Development
NCTC	National Counterterrorism Center
NDRF	National Disaster Recovery Framework
NEP	National Exercise Program
NEXS	National Exercise Scheduling System
NFPA	National Fire Protection Association
NGO	Nongovernmental Organization
NIC	NIMS Integration Center
NICC	National Interagency Coordination Center
NIFA	National Institute of Food and Agriculture
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NIRSC	National Incident Radio Support Cache
NLE	National Level Exercise
NMCC	National Military Command Center
NOC	National Operations Center
NRC	National Response Center
NRCC	National Response Coordination Center
NRCS	Natural Resources Conservation Service
NRF	National Response Framework
NSC	National Security Council
NSDD	National Security Decision Directive
NS/EP	National Security and Emergency Preparedness

Appendix

NSS	National Security Staff
NTAS	National Terrorism Advisory System
NVRT	National Veterinary Response Team
NWCG	National Wildfire Coordinating Group
OCI	Office of Criminal Investigation
OFO	Office of Field Operations
OHSEC	Office of Homeland Security and Emergency Coordination
OIG	Office of the Inspector General
OMB	Office of Management and Budget
OO	Office of Operations
OPEER	Office of Program Evaluation, Enforcement, and Review
ORA	Office of Regulatory Affairs
ORDM	Ordering Manager
ORM	Operational risk management
OSC	Operations Section Chief
PCII	Protected Critical Infrastructure Information
PFO	Principal Federal Officer
PIO	Public Information Officer
PLE	Principle Level Exercise
POC	Point of Contact
PPQ	Plant Protection and Quarantine
PROC	Procurement Unit Leader
PSC	Planning Section Chief
PTB	Position Task Book
PTRC	Personnel Time Recorder
RBS	Rural Business Service
RCDM	Receiving/Distribution Manager
RD	Rural Development
RDD	Radiological Dispersion Device
REC	Regional Emergency Coordinator
RESL	Resources Unit Leader
RHS	Rural Housing Service
RMA	Risk Management Agency
ROSS	Resource Ordering Status System
RPD	Resilience and Preparedness Division
RRCC	Regional Response Coordination Center
RUS	Rural Utility Service
SCC	Sector Coordinating Council
SCO	State Coordinating Officer



Appendix

SCKN	Status Check-In Recorder
SEB	State Emergency Board
SED	State Executive Director
SFO	Senior Federal Official
SimCell	Simulation Cell
SIOC	Strategic Information and Operations Center
SITL	Situation Unit Leader
SitMan	Situation Manual
SITREP	Situation Report
SLTT	State, Local, Tribal, and Territorial
SME	Subject-Matter Expert
SO	Safety Officer
SOF	Safety Officer
SOP	Standard Operating Procedure
SPPA	Strategic Partnership Program Agroterrorism
SPUL	Supply Unit Leader
SSA	Sector-Specific Agency
SSP	Sector-Specific Program
TCL	Target Capability List
TDGS	Tactical Decision Games
TIME	Time Unit Leader
TNSP	Training Specialist
TSA	Transportation Security Administration
TTX	Tabletop Exercise
T&EPW	Training and Exercise Planning Workshops
UC	Unified Command
USACE	United States Army Corps of Engineers
USAID	U.S. Agency for International Development
USCG	United States Coast Guard
USCIS	United States Citizenship and Immigration Services
USDA	United States Department of Agriculture
USFS	United States Forest Service
USG	United States Government
USPHS	United States Public Health Service Commissioned Corps
UTL	Universal Task List
VS	Veterinary Services
WMD	Weapons of Mass Destruction
WS	Wildlife Services

This Page Left Intentionally Blank

## **APPENDIX B**

### **DEFINITIONS**

1. Area Field Office. A forward element of the JFO Operations Section, established by the JFO Coordination Group, which is responsible for a specific geographic area, parallel to the NIMS/ICS division. (JFO SOP)
2. Catastrophic Incidents. Any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic incident could have a sustained national impact over a prolonged period of time; almost immediately exceeds resources available to State, tribal, local, and private sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. (NDRF)
3. Chain of Command. A series of command, control, executive, or management positions in hierarchical order of authority. (Derived from ICS Resource Glossary)
4. Command Staff. In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed. (Derived from NIMS)
5. Control Cell. A group of controllers directs the pace of exercise play, provides key data to players, and may prompt or initiate certain player actions and injects to the players as described in the Master Scenario Event List (MSEL) to ensure exercise continuity. The individual controllers issue exercise materials to players as required, monitor the exercise timeline, and monitor the safety of all exercise participants. (DHS)
6. County Emergency Board. Representatives from county and local agencies responsible for supporting emergency response and recovery efforts in their county or designated area. This group should be aware of their individual agency responsibilities assigned under the National Response Framework. Additionally, the group addresses such issues as supporting USDA State Emergency Board activities, providing reports on the impact of disasters or emergencies on agriculture, and also participates in the preparation of Flash and Damage Assessment Reports. (USDA)
7. County Emergency Board Chairperson. The FSA County Executive Director serves as the USDA County Emergency Board Chairperson, providing leadership for the coordination of all USDA emergency programs at the local level. (USDA)

8. Critical Infrastructures. Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, economy, public health or safety, or any combination of those matters, across any local, State, Tribal and Federal jurisdiction. (NDRF)
9. Delegation of Authority. A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents. (ICS Resource Glossary)
10. Division. Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings. (ICS Resource Glossary)
11. Emergency. An event or situation that happens unexpectedly and causes a need for urgent action or assistance. For purposes of the Stafford Act, an “emergency” is any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. (Stafford Act)
12. Emergency Action Plan (EAP). Owners and operators of high hazard dams have a responsibility to develop emergency action plans (EAP). These plans are developed to reduce the risk to loss of life and property for populations and geographic areas at risk if a dam fails. (USDA)
13. Emergency Management Assistance Compact (EMAC). A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement. (Legislated in Public Law 104-321)
14. Emergency Operations Center. The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or by some combination thereof. (ICS Resource Glossary)
15. Emergency Operations Plan (EOP). The “steady-state” plan maintained by various jurisdictional levels for managing a wide variety of potential hazards. The plan that

each jurisdiction has and maintains for responding to appropriate hazards. (ICS Resource Glossary)

16. Emergency Programs. For the purpose of this manual, emergency programs will include all programs of USDA essential to meet the needs of the nation, for any one or a combination of national security, natural disaster, technological, or other emergencies. Nothing herein should be construed as limiting USDA Agencies in carrying out natural disaster assistance programs as may be authorized by law. (USDA)
17. Emergency Response Provider. Includes Federal, State, territorial, tribal, sub-State regional, and local governments, private sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as Emergency Responder. (USDA)
18. Emergency Support Function (ESFs). Used by the Federal Government and many State governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use. ESFs utilize standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident. (NRF Glossary)
19. Evacuation. Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. (NRF Glossary)
20. Exercise. An exercise is an instrument to train for, assess, practice, and improve performance in *prevention, protection, response, and recovery capabilities* in a risk-free environment. Exercises can be used for: testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement. Note: an exercise is also an excellent way to demonstrate community resolve to prepare for disastrous events. (DHS Resource Glossary)
21. Exercise Plan (ExPlan). An exercise is an instrument to train for, assess, practice, and improve performance in prevention, protection, response, and recovery capabilities in a risk-free environment. Exercises can be used for: testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement. Note: an exercise is also an excellent way to demonstrate community resolve to prepare for disastrous events. (DHS Resource Glossary)

22. Farm Equipment. Equipment, machinery, and repair parts manufactured for use on farms in connection with the production or preparation for market use of food resources. (Derived from DPA)
23. Fertilizer. Any product or combination of products that contain one or more of the elements -- nitrogen, phosphorus, and potassium -- for use as a plant nutrient. (Derived from DPA)
24. Food Inspection. Federal activities that assure the safety and wholesomeness, and minimize losses from hazardous agents (biological, chemical, and radiological) and other hazards to livestock, meat and meat products, poultry and poultry products, and processed egg products in establishments under inspection of USDA. (USDA)
25. Food Resource Facilities. Plants, machinery, vehicles (including on-farm), and other facilities required for the production, processing, distribution, and storage (including cold storage) of food resources, livestock and poultry feed and seed, and for the domestic distribution of and farm equipment and fertilizer (excluding transportation for that distribution). (USDA)
26. Food Resources. All commodities and products, simple, mixed, or compound, or complements to such commodities or products, that are capable of being ingested by either humans or animals, irrespective of other uses to which such commodities or products, at all stages of processing from the raw commodity to the products thereof in vendible form for human or animal consumption. The term "food resources" shall also include all starches; sugar; vegetable, animal or marine fats and oils; cotton; mohair; hemp; flax fiber; but shall not include any such material after it loses its identity as an agricultural commodity or agricultural product. (Derived from DPA)
27. Forestry. The management and operation of timberland, forest nurseries, reforestation, pest control, and timber harvesting; and direction of activities relating to the prevention and control of fires in the rural areas of the United States caused by the effects of national security, natural disaster, technological, or other emergency relief efforts. (USDA)
28. Group. Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups are located between Branches (when activated) and resources in the Operations Section. (ICS Resource Glossary)
29. Hazard. An emergency or disaster resulting from--(A) a natural disaster; or (B) an accidental or man-caused event. (Stafford Act)
30. Hazards Protection for Agriculture. USDA directs Federal activities and furnishes technical guidance to State and local authorities concerning:

- Diagnosis and strengthening of defensive barriers and control or eradication of diseases, pests, or hazardous agents (biological, chemical, and radiological) introduced against animals, crops, or products thereof.
  - Protective measures, treatment and handling of livestock and poultry, including products thereof, which have been exposed to or affected by hazardous agents.
  - Use of crops, agricultural commodities on farms and ranches, agricultural lands, forestlands, and water for agricultural purposes, any of which may have been exposed to or affected by hazardous agents.(USDA)
31. Incident. An occurrence or event, natural or manmade that requires a response to protect life or property. Incidents can, for example, include major disasters, 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. (NRF Glossary)
32. Incident Action Plan. An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. (NRF Glossary)
33. Incident Command System. A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is a management system designed to enable effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations. (ICS Resource Glossary)
34. Incident Commander (IC). The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. (NRF Glossary)
35. Infrastructure. The manmade physical systems, assets, projects, and structures, publicly and/or privately owned, that are used by or provide benefit to the public. Examples of infrastructure include utilities, bridges, levees, drinking water systems, electrical systems, communications systems, dams, sewage systems, and roads. (DHS)

36. Inject. Injects are actions and scripted events to be “injected” into exercise play by controllers to generate or prompt player activity. Exercise controllers provide injects to exercise players to drive exercise play towards the achievement of objectives. Injects can be written, oral, televised, and/or transmitted via any means (e.g., fax, phone, e-mail, voice, radio, or sign). (DHS)
37. Joint Field Office. The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site. (NIMS)
38. Joint Information Center (JIC). An interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be established locally, regionally, or nationally depending on the size and magnitude of the incident. (NRF Glossary)
39. Liaison Officer. A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations. (NIMS)
40. Livestock and Poultry Feed. All edible materials, including hay and roughage, which are consumed by livestock or poultry and contribute nutrients or other necessary factors to the diet. (USDA)
41. Major Disaster. As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (Stafford Act)
42. Mission Assignment. The mechanism used to support Federal operations in a Stafford Act major disaster or emergency declaration. It orders immediate, short-term emergency response assistance when an applicable State or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work. See also Pre-Scripted Mission Assignment. (NRF Resource Glossary)



43. Mitigation. Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect. (NRF Resource Glossary)
44. Mitigation Plans. Describe actions that can be taken before, during, or after an incident to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. (USDA)
45. Mobilization. The process and procedures used by all organizations—Federal, State, tribal, and local—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident. (NIMS)
46. Master Scenario Events List (MSEL). A chronological timeline of expected actions and scripted events to be injected into exercise play by controllers to generate or prompt player activity. It ensures necessary events happen so that all exercise objectives are met. (DHS)
47. Mobilization Guide. Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources. (NIMS).
48. Multiagency Command Center (MACC). An interagency coordination center established by DHS/USSS during National Special Security Events (NSSEs) as a component of the JFO. The MACC serves as the focal point for interagency security planning and coordination, including the coordination of all NSSE-related information from other intra-agency centers (e.g., police command posts, Secret Service security rooms) and other interagency centers (e.g., intelligence operations centers, joint information centers). (NIMS)
49. Multiagency Coordination Entity. An entity designated to establish priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities. (NIMS)
50. National Incident Management System. System that provides a proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment. (NRF)
51. Natural Disaster. Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, or other catastrophe in any part of the United States which causes, or

which may cause, substantial damage or injury to civilian property or persons.  
(Stafford Act)

52. Natural Resources. Land, fish, wildlife, biota and water. Water means salt and fresh water, surface and ground water used for drinking, irrigation, aquaculture and recreational purposes, as well as in its capacity as fish and wildlife habitat. (NDRF)
53. Nongovernmental Organization (NGO). An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency. (NRF Glossary)
54. Other Emergencies. Any events which are intentional acts of humans such as arson, civil disorder, crime, insurrection, riots, sabotage, terrorism, or any other incidents where Federal action is needed to minimize the effects of the event. (USDA)
55. Potential Natural Disaster. Unusual and adverse weather conditions or natural phenomena that have caused physical and/or production losses, but which have not yet been examined by the Secretary of Agriculture or the Administrator, Farm Service Agency, for consideration as a natural disaster. (USDA)
56. Principal Federal Official (PFO). May be appointed to serve as the Secretary of Homeland Security's primary representative to ensure consistency of Federal support as well as the overall effectiveness of the Federal incident management for catastrophic or unusually complex incidents that require extraordinary coordination. (NRF Glossary)
57. Public Information Officer (PIO). A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident related information requirements. (NRF Glossary)
58. Radiological - Emergency Response Program. The USDA program for radiological emergencies, which might involve nuclear power plants, transportation accidents, or other situations that present actual or potential hazards to public health and safety. (USDA)
59. Recovery. The development, coordination, and execution of service- and site-restoration plans for impacted communities and the reconstitution of government operations and services through individual, private-sector, nongovernmental, and public assistance programs that: identify needs and define resources; provide housing

and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents. (DHS Resource Glossary)

60. Response. Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of EOPs and of incident mitigation activities designed to limit loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include: applying intelligence and other information to lessen the effects or consequences of an incident; increasing security operations; continuing investigations into the nature and source of the threat; conducting ongoing public health and agricultural surveillance and testing processes; performing immunizations, isolation, or quarantine; and conducting specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice. (DHS Resource Glossary)
61. State Emergency Board. Representatives from State, county, and local agencies responsible for supporting emergency response and recovery efforts in their county or designated area. This group should be aware of their individual agency responsibilities assigned under the National Response Framework, including support to the USDA representatives at Joint Field Offices. Additionally, the group addresses such issues as reporting to their agencies and the USDA Office of Homeland Security and Emergency Coordination, on the impact of disasters and emergencies on agriculture, and also participates in the preparation of USDA Flash Situation Reports and USDA Potential Natural Disaster Assessment Reports. (USDA)
62. State Emergency Board Chairperson. The FSA State Executive Director serves as the USDA State Emergency Board Chairperson providing leadership for the coordination of all USDA emergency programs at the State level. (USDA)
63. Situation Manual (SitMan). The SitMan is a handbook provided to all participants in discussion-based exercises, particularly TTXs. The SitMan provides background information on the exercise scope, schedule, and objectives. It also presents the scenario narrative that will drive participant discussions during the exercise. (DHS Resource Glossary)
64. Subject-Matter Expert (SME). SMEs add functional knowledge and expertise in a specific area or in performing a specialized job, task, or skill to the exercise planning team. They help to make the scenario realistic and plausible, and ensure jurisdictions have the appropriate capabilities to respond. (DHS Resource Glossary)
65. Terrorism. Under the Homeland Security Act of 2002, terrorism is defined as any activity that involves an act that is dangerous to human life or potentially destructive of

critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, influence the policy of a government by intimidation or coercion, or affect the conduct of a government by mass destruction, assassination, or kidnapping. (6 U.S.C. § 101).

66. Unified Approach. The integration of resource management, communications and information management, and command and management in order to form an effective system. (NIMS)
67. Unified Area Command. Version of command established when incidents under an Area Command are multijurisdictional. (NIMS)
68. Unified Command. An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan. (NIMS)
69. Unit. The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity. (NIMS)
70. Unity of Command. The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective. (ICS Resource Glossary)
71. Water Resources. All usable water from all sources, within the jurisdiction of the United States, which can be managed, controlled, and allocated to meet emergency requirements. (USDA)