

**Ohio Emergency Operations Plan
TAB B to Emergency Support Function #11**

Ohio Veterinary Stockpile Plan

LEAD AGENCIES: Ohio Department of Agriculture
U.S. Department of Agriculture (USDA) Animal and Plant Health
Inspection Service, Veterinary Services (APHIS), area office

SUPPORT AGENCIES: Ohio Department of Administrative Services (DAS)
Ohio Department of Health (ODH)
Ohio Adjutant General's Department, Ohio National Guard (ONG)
Ohio Emergency Management Agency (Ohio EMA)
Ohio State Highway Patrol (OSHP)
Ohio Department of Transportation (ODOT)
Ohio Department of Natural Resources, Division of Wildlife
(ODNR-DW)
Ohio Department of Rehabilitation and Correction (ODRC)
Ohio Voluntary Agencies Active in Disasters (Ohio VOAD)

NON-GOVERNMENTAL ORGANIZATIONS AND COMMERCIAL BUSINESSES:

Community emergency response team (CERT)
The State of Ohio's Veterinary Association
Veterinary Reserve Corps
The State of Ohio's livestock associations
Industry Partners
Commercial Businesses
Agriculture and Veterinary Medicine Colleges

I. INTRODUCTION

A. Purpose

1. This plan defines the State of Ohio's processes and organizational responsibilities for supporting responders with resources from the NVS and other sources. The NVS is the nation's repository of critical veterinary countermeasures for supporting the response to catastrophic animal disease outbreaks caused by terrorists or nature. Operational in 2006, the NVS holds large quantities of veterinary supplies, equipment, and vaccines that Homeland Security Presidential Directive 9 requires it to deploy within 24 hours for the 17 most damaging animal diseases (Appendix A). It also has commercial support contracts with depopulation, disposal, and decontamination (3D) con-

tractors that can deploy large numbers of trained personnel and equipment to help the State of Ohio.

2. This plan describes how the Ohio Department of Agriculture, APHIS, other government agencies, NGOs, and commercial businesses (the participating parties) plan resource support before an event, provide it during an event, and act after an event. Actions before an event include the creation of this plan and the training and exercising of all participating parties to ensure they act quickly and effectively when animal disease outbreaks occur. Actions during an event include the acquisition, processing, and distribution of physical resources as well as the request for and use of 3D contractors when the State of Ohio's resources fall short. Actions after an event include the recovery of specific items the NVS and others want returned for use in the future.

B. General Provisions

1. The State of Ohio's Animal Health Official (SAHO) and Federal area veterinarian in charge (AVIC) manage the response to a damaging animal disease outbreak in their jurisdictions. This multijurisdictional approach enables the primary agencies—which have different legal and functional authorities and responsibilities—to make joint decisions, establish a single set of incident objectives, and jointly manage resources.
2. Responsibilities of the agencies include planning resource support before an event and managing resource support during an event. Support includes resources (such as supplies, equipment, vaccines, and commercial support services) from all available sources, including the National Veterinary Stockpile (NVS), State and Federal agencies, the private sector, and industry.

C. Scope

1. This plan is part of and subordinate to the State of Ohio's Animal Disease Incident Plan (Tab A to ESF-11) and the State of Ohio Emergency Operations Plan.

D. Inter-Governmental Organization

1. Federal Government

- a. The SAHO coordinates the request and deployment of the NVS with the Federal AVIC and the APHIS regional office using existing channels of communication. Once APHIS senior management orders NVS deployment, it provides additional personnel to support management of an incident and the State of Ohio's use of the NVS.
- b. The National Response Framework (NRF) and the National Incident Management System (NIMS) define the structure in which Federal and State officials coordinate the acquisition and use of resources. The SAHO and AVIC jointly manage

most type 1, 2, and 3 incidents.¹ As the complexity of an incident increases, however, incident coordination may transfer to a Federal agency, such as FEMA.

2. State of Ohio

- a. The Ohio Department of Agriculture (ODA) coordinates the preparation and exercise of this plan. Before an event, it collaborates with APHIS and participating non-governmental officials and business managers to plan, train, and exercise the State's response. During an event, it manages incidents in a joint command with APHIS (see "V. Concept of Operations," "Command and Control"). All state agencies that support resource distribution will communicate frequently and work closely to identify, assess, and prioritize their efforts.

3. Local Jurisdictions

- a. ODA integrates local resources into a response in accordance with the State of Ohio's Animal Disease Incident Plan (ADIP). Local jurisdictions will coordinate the use of their resources with State and Federal agencies during a response.

II. AUTHORITY

A. Primary and support agencies will support the resource requirements of responders under the authority of the laws or regulations that authorize these agencies to act.

B. APHIS

1. The Federal Animal Health Protection Act of 2002 gives APHIS broad authority to respond to animal disease and pest emergencies. The Act authorizes senior APHIS management to obtain and deploy resources, including the NVS. The NVS deploys when the State of Ohio's State Veterinarian and the AVIC request NVS countermeasures, the APHIS Regional Director concurs, the Director of the NVS receives a request for the countermeasures, and a senior APHIS official approves the request.

III. SITUATION AND ASSUMPTIONS

A. General Conditions

1. The State of Ohio has the following resources readily available for responding to damaging animal disease outbreaks:
 - a. Resources

¹ The Federal Emergency Management Agency (FEMA) uses five categories to describe the complexity of incidents and estimate resources needs. Type 1 is the most complex; type 5 is the least. See <http://training.fema.gov/EMIWeb/IS/ICSResource/assets/IncidentTypes.pdf>.

- b. Their sources (such as the private sector, The State of Ohio's agencies, and NGOs)
- c. Contacts for each source.

B. Emergency Conditions

1. During a damaging animal disease outbreak, the State of Ohio will rapidly deplete its response inventories. If it cannot acquire more from the private sector or other sources fast enough, it requests NVS countermeasures to support its continued response to the outbreak.

C. Assumptions

1. The State of Ohio will rapidly deplete its available resources during an outbreak of a damaging animal disease.
2. The State of Ohio will be unable to acquire enough resources locally to support its continued response.
3. As the nation's repository of critical veterinary countermeasures, the NVS will provide the State of Ohio with the countermeasures it needs to continue responding.
4. APHIS will approve the State of Ohio's request for NVS countermeasures to battle a damaging animal disease (Appendix A).
5. APHIS will quickly approve of the State of Ohio's request once it receives a call on its emergency hotline, 800-940-6524.
6. The NVS will arrive (within 24 hours of APHIS approval of the State of Ohio's request) to provide the resources incident command needs immediately until it can acquire resources from the private sector and other sources.
7. The State of Ohio will request the shipment of additional countermeasures from the NVS if incident command cannot acquire resources fast enough from other sources.
8. If APHIS approves the use of animal vaccines, the State of Ohio will provide its requirements to the NVS, which delivers the vaccines.
9. For complex incidents, the SAHO and AVIC will delegate their authority to an incident commander to manage the response.
10. The incident commander will assign a logistics section chief (LSC) to manage the logistics activities, including the acquisition, receipt, processing, and distribution of NVS and other resources.
11. A damaging animal disease outbreak will require the participating parties to coordinate their efforts to respond to the outbreak.
12. Multiple agencies and jurisdictions in this plan will support incident command's delivery of the NVS and other resources to responders.

13. The NVS Regional Distribution Centers (RDC) the State of Ohio uses to receive, temporarily store, and deliver resources will have sufficient access, infrastructure, capacity, and management to adequately support the resource needs of responders.
14. The response to a damaging animal disease outbreak will occur over a prolonged period and may require changes in incident management and support facilities to meet incident objectives.
15. The incident command system (ICS) will be flexible enough to meet the needs of incident objectives.

IV. CONCEPT OF OPERATIONS

A. Command and Control

1. For a large-scale event, the SAHO and AVIC form a unified command that has the legal and functional authority to make joint decisions, establish a single set of incident objectives, and jointly manage resources. The SAHO and AVIC issue a delegation of authority to an incident commander, who manages the response.
2. Incident command uses the FEMA criteria (Table 5-1) for establishing the complexity of an incident to estimate resource requirements for the event and to define the structure of the ICS.

Table 5-1. FEMA Criteria for Complexity Types

Complexity	Resource requirement
Type 3	When capabilities exceed initial incident, appropriate ICS positions should be added to match the complexity of the incident.
	Some or all of the command and general staff, division or group supervisor, or unit leader positions may be activated.
	A type 3 incident management team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment or control is achieved, or an expanding incident until transition to a type 1 or 2 team.
	The incident may extend into multiple operational periods.
	A written incident action plan (IAP) may be required for each operational period.
Type 2	This type of incident is beyond the capabilities of local control and is expected to go into multiple operational periods. It may require an out-of-area response, including that from regional or national resources, to effectively manage the operations, command, and general staffing.
	Most or all of the command and general staff positions are filled.
	A written IAP is required for each operational period.
	Many of the functional units are needed and staffed.
	Typically, operations personnel do not exceed 200 per operational period, and total incident personnel do not exceed 500.
The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and written delegation of authority.	
Type 1	This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.

Table 5-1. FEMA Criteria for Complexity Types

Complexity	Resource requirement
	All command and general staff positions are activated.
	Operations personnel often exceed 500 per operational period, and total personnel usually exceed 1,000.
	Branches need to be established.
	The agency administrator has briefings and ensures that the complexity analysis and delegation of authority are updated.
	Use of resource advisors at the incident base is recommended.
	There is a high impact on the local jurisdiction, requiring additional staff members for office administrative and support functions.

3. For incident complexity types 1, 2, and 3, the incident commander assigns an LSC for managing logistics support during the response. The support includes the acquisition, receipt, storage, control, issue, staging, and distribution of NVS and other resources during the event and, after the event, the return of specific items the NVS and others can use in the future. State agencies, NGOs, and commercial businesses support these activities.
4. The LSC organizes the logistics section. (Appendix B defines the organization, key roles, and responsibilities of the logistics section for incident complexity types 1, 2, and 3.)

B. Acquiring Resources

1. National Veterinary Stockpile – Physical Countermeasures
 - a. Justification - The SAHO and the AVIC will identify the resources the State of Ohio has available and those it needs to respond to a damaging animal disease. In their evaluation, they will consider the status of Ohio’s emergency declarations that may release additional State and local resources. They justify their request for NVS countermeasures on the basis of their conclusion that available resources are not enough to support the State’s response to the outbreak.
 - b. Initial Request - Appendix C describes the actions authorities follow to justify and request NVS countermeasures. The authorities quickly request NVS countermeasures to ensure their arrival before the exhaustion of available resources. The request for NVS countermeasures activates this plan to ensure that Ohio’s facilities are operational when the countermeasures arrive.
 - c. Subsequent Requests - Following the initial receipt of NVS countermeasures, the LSC coordinates with the plans section chief (PSC) to continually evaluate available resources and determine when to acquire more. The LSC coordinates with the administration or finance section chief to acquire more resources from the pri-

vate sector and other sources. If additional resources are unavailable, the LSC works with the NVS mobile logistics team (MLT) on site or the NVS deployment management team (DMT) at APHIS headquarters to request the deployment of additional countermeasures.

- d. 3D Support Countermeasures - If incident command concludes that it does not have enough people to depopulate, dispose, and decontaminate, it considers available sources of additional personnel, including NVS 3D contractors. When a 3D contractor is used, the following happens:
 - e. Incident command
 - i. Coordinates its request with the NVS MLT or NVS DMT at APHIS headquarters
 - ii. Creates a statement of work (SOW), which describes the assistance type, amount, timing, and location.
 - f. The NVS staff
 - i. Helps incident command create an SOW by providing copies of past SOWs and suggesting improvements the one incident command creates
 - ii. Identifies a contractor that is available, trained, and qualified to do the work
 - iii. Contacts its contract officer and provides the State's SOW
 - iv. Convenes a conference call of incident command officials and the contractor to discuss the work and the contractor's ability to respond.
 - g. The APHIS contract officer
 - i. Requires incident command to assign a Federal employee to oversee the contractor's work and sign its daily activity report
 - ii. Ensures the contractor charges the basic ordering agreement rates in the NVS contract
 - iii. Authorizes the contractor verbally or in writing to begin work
 - iv. Directs the contractor to provide an estimate of the amount and cost of work within a reasonable period, typically a couple days.
 - h. The contractor's task force
 - i. Reports to the PSC initially to identify the people and equipment it brings
 - ii. Identifies additional people and equipment incident command may need
 - iii. Assesses the situation
 - iv. Reports thereafter to the operations section chief for task assignments.
- C. Technical Assistance
- 1. An NVS MLT deploys at the same time the NVS deploys physical countermeasures. The team always includes a logistics expert and may include other members that act

as liaisons with incident command at various levels. The team initially reports to the location that incident command specifies and then to the location incident command directs.

2. MLT responsibilities include the following:

- a. The logistics expert
 - i. Explains the contents of NVS shipments,
 - ii. Identifies where to find specific items in NVS shipments,
 - iii. Coordinates inbound NVS shipments and replenishments with the NVS DMT at APHIS headquarters,
 - iv. Resolves NVS shipment problems,
 - v. Provides technical assistance to the RDC managers and staff for logistics issues in general and NVS issues specifically,
 - vi. Coordinates the packing and return shipment of unused and reusable NVS countermeasures with RDC and incident command staff members, and
 - vii. Serves as a general logistics problem solver: ensuring responders get the logistics support they need.
- b. Command liaison
 - i. Maintains communications between the MLT members at the RDC and incident command post (ICP),
 - ii. Helps incident command order more from the NVS if resources are unavailable elsewhere,
 - iii. Educates and informs incident command about the NVS and its capabilities,
 - iv. Helps the LSC identify and use NVS indefinite delivery/indefinite quantity (IDIQ) contracts to acquire more resources,
 - v. Helps incident command use the NVS 3D contractors to support actions such as depopulation, disposal, and decontamination, and
 - vi. Tracks the total cost of purchases from each NVS IDIQ contract that incident command makes to avoid exceeding contract limits.

D. Regional Distribution Center (RDC) Operations

1. Alerting the Incident Commander

- a. Immediately following the request for NVS countermeasures, the SAHO and AVIC alert the incident commander to anticipate NVS shipments (if APHIS approves NVS deployment).

2. Identifying RDCs to Activate
 - a. Lists pre-identified RDC facilities.
 - b. Provides the address, directions, contacts, maps, and diagrams for each facility.
 - c. Includes factors for determining which RDCs to activate (such as proximity to outbreak location, distance from an interstate highway, RDC size, etc.).
 - d. Defines information to activate each facility, including facility owner and priority of activation.
3. Activating RDCs - Immediately following the APHIS decision to deploy the NVS, incident command
 - a. Determines which RDCs to activate after confirming the status and availability of each using Appendix D.
 - b. Notifies the designated liaison to each facility that the State is activating the facility.
 - c. Follows the steps for activating the RDC (Appendix E).
 - d. Executes the procedures in agreements or contracts for activating each RDC (Appendix F).
 - e. The facilities unit leader collaborates with the liaison for each RDC to establish utilities, security, parking, access, and other operational support requirements.
4. Mobilizing Staff - When the RDCs are activated, the following takes place:
 - a. The LSC
 - i. Uses contact information in Appendix G to alert the supply unit leaders (SPULs), who manage each RDC, to report to the RDCs.
 - ii. Briefs the SPULs on the incident when they arrive.
 - b. The SPUL
 - i. Uses information in Appendix H to organize RDC activities;
 - ii. Alerts subordinate managers—receiving/distribution manager (RCDM), inventory manager, and ordering manager—using the contact information in Appendix G to report immediately and mobilize their staffs;
 - iii. Directs managers and staffs to check in at the ICP plans section;
 - iv. Collaborates with the ground support unit leader to mobilize credentialed material-handling equipment (MHE) operators;
 - v. Commences RDC activities within 24 hours, before the first NVS shipment arrives;
 - vi. Defines the RDC facility operational period (such as 24 or 12 hours);

- vii. Acquires and organizes RDC staff members to meet response requirements on the basis of the complexity of the incident, size of incident (number of outbreak sites requiring support), and the initial and continuing volume of shipments over the expected period of response
 - viii. Incident command's staffing of other parts of the ICS, including those that support the RDC such as delivery dispatch and management, safety and security, and finance and administration (see *NVS Planning Guide for Federal, State and Local Authorities*, Section 4, Staff, for recommendations on planning an adequate staff on the basis of incident complexity);
 - ix. Provides position assignments, shift schedules, position packets, and job action guides;
 - x. Briefs the situation for subordinate managers, including the status of inbound shipments from the NVS and others; and
 - xi. Provides an IAP for the initial operational period and directs teams to prepare the RDC facility for operations.
- c. Subordinate managers use the supply unit assignment lists in Appendix I to recall their members.

5. Preparing for RDC Operations

- a. The SPUL
 - i. Collaborates with the facilities unit leader and the RDC facility liaison to assess how the RDC will support the incident response.
 - ii. Oversees the transfer and setup of the RDC.
 - iii. Walks through the RDC with the facilities unit leader and the RDC facility liaison to examine the utilities, security, and layout.
 - iv. Documents the condition of the RDC with the facilities unit leader at the time of transfer.
 - v. Identifies personnel who require access to the RDC facility.
 - vi. Ensures all RDC staff members and visitors check in through the plans section resource unit leader and wear badges.
 - vii. Provides additional identification (such as vests) for RDC managers.
 - viii. Collaborates with the communications unit leader to install and maintain computer systems, networks, software, and Internet access, and establish and test primary communications methods (telephone, satellite phone, cell phone, fax, e-mail, and hand-held radios) and secondary methods (telephone, satellite phone, cell phone, fax, e-mail, and hand-held radios).
 - ix. Directs the ordering manager to order general office support items.
 - x. Prepares a room at the facility for meetings.

- xi. Establishes personnel support amenities, including restrooms, break areas, food and beverages, and kitchen equipment (such as coffee makers, refrigerators, ice machines, and microwaves).
- xii. Arranges garbage collection and other operational support services.

b. The RCDM

- i. Determines how to arrange the RDC for efficient materiel flow (receipts inbound, and issues outbound).
- ii. Clears equipment and other items that support normal operations.
- iii. Moves goods to another location if the facility normally functions as a warehouse.
- iv. Uses resident loading docks, MHE, and personnel support services and supplies.
- v. Orders MHE, fuel, operational support items, utilities (electricity, light, heating, air conditioning, and ventilation) and support services (phone and Internet) if the facility does not function as a RDC.
- vi. Cleans the facility to eliminate safety hazards.
- vii. Allocates enough RDC space to accommodate shipments from the NVS and other sources, such as State agencies, donated goods, industry, other states, and the private sector (see *NVS Planning Guide for Federal, State and Local Authorities*, Section 4, Size, for recommendations on the amount and use of space for incident types).
- viii. Establishes 8- to 10-foot-wide aisles in the storage area of the RDC to allow easy movement of MHE.
- ix. Marks the RDC with corner marks, chalk, tape, and other methods to designate storage and staging areas according to the size of tri-wall and pallets.
- x. Allocates 250 square feet to hold 50 empty pallets to support receiving, staging, and distribution.
- xi. Plans refrigerated capabilities in storage and staging to hold temperature-sensitive items (such as vaccines, test kits, and antivirals);
- xii. Stores like items from different sources adjacent to one another,
- xiii. Designates the type of inventory in RDC locations using signs on the walls and floors.
- xiv. Designates and marks a secure area for temperature-sensitive items (refrigeration for vaccines and test kits and controlled temperature for antivirals).
- xv. Designates and marks the break room.
- xvi. Clearly marks exits and restrooms.
- xvii. Places barriers to prevent unauthorized entry.

- xviii. Identifies and marks ingress and egress for driveways.
 - xix. Sends requests for MHE (such as forklifts, pallet jacks, hand trucks, and utility carts) to the ordering manager.
 - xx. Sends requests for support items (such as forklift fuel, empty pallets, and stretch wrap devices) to the ordering manager.
 - xxi. Distributes personal protective equipment (such as gloves, safety goggles, and steel-toed shoes).
 - xxii. Establishes personnel safety measures, including traffic cones, caution tape, and first-aid kits.
 - xxiii. Identifies the locations of and contacts for local hospitals and emergency services.
 - xxiv. Collaborates with the safety officer to create an evacuation plan, identify and label hazardous materials and provide the associated material safety data sheets, ensure operations comply with Occupational Safety and Health Administration (OSHA) safety standards, and ensure a safe operating environment for RDC and other personnel working in the RDC.
6. Warehousing Responsibilities - The SPUL is responsible for overall RDC operations, delegating responsibility to the following managers for specific activities:
- a. The RCDM
 - i. Receives and stores shipments from the NVS and others,
 - ii. Issues items from inventory that responders order, and
 - iii. Prepares issues for delivery.
 - b. The inventory manager
 - i. Controls inventory to ensure it adequately supports the resource needs of responders.
 - ii. Replenishes inventory as it's issued.
 - iii. Functions as ordering manager for smaller events.
 - c. The ordering manager
 - i. Places orders for additional inventory from various sources.
 - ii. Orders supplies to support RDC operations.
7. Commencing Operational Periods
- a. The SPUL
 - i. Ensures all staff members and visitors are properly checked in through the resource unit in the plans section.

- ii. Provides staff members with job sheets from Appendix J, which identify their duties and tasks.
 - iii. Briefs RDC staff members on incident progress, objectives for each operational period in support of the IAP, work assignments (adjusted when necessary), job hazards, and coordination of team efforts.
 - iv. Answers questions.
 - v. Provides just-in-time training, including NVS familiarization, site-specific RDC actions, RDC team safety, general RDC safety, proper lifting techniques, pallet jack and forklift operation, job-specific assignments, and cross-training for critical positions.
 - b. Subordinate managers
 - i. Acknowledge individuals and teams for jobs well done,
 - ii. Brief incoming shifts on events during the previous shift and events expected during the next shift,
 - iii. Provide status of RDC operations and the incident response, and
 - iv. Answer questions.
 - c. Outgoing shift members explain tasks to the incoming shift and discuss issues and concerns.
 - d. The RCDM assigns personnel to RDC teams that receive, store, issue, and stage inventory. On the basis of the workload, the RCDM may assign one team to perform all of the functions or create multiple teams that each perform one-or-several of the functions.
- 8. Receiving and Storing Shipments
 - a. The RCDM
 - i. Ensures the safe maneuvering, docking, undocking, and parking of tractor trailers that deliver shipments from the NVS and other sources.
 - ii. Inspects bills of lading or other documentation from the driver to make sure the delivery is to the right place (Appendix K).
 - iii. Asks drivers to return later or drop their trailers and pick them up later if shipments arrive faster than the team can receive them.
 - iv. Assigns offloading to a RDC team consisting of three people: one to use a pallet jack on the truck to position containers at the rear of the truck, one to drive a forklift and offload pallets from the truck, and one to use a pallet jack to move containers from where the forklift drops them to temporary storage in the RDC (one member of the team serves as the team lead).

v. Arranges additional storage by requesting the LSC acquire portable storage containers, empty trailers, space in a nearby facility, or tents to temporarily store inventory, collaborating with the security manager in the facilities unit to arrange security for temporary storage spaces, and requesting the ordering manager to order MHE for the off-site location and collaborating with the ground support unit leader to provide vehicles to move inventory to and back from temporary storage.

vi. Assigns RDC teams.

b. RDC teams

i. Avoid accidents and injuries,

ii. Use MHE to move receipts to store if responder orders do not exist or directly to staging if orders exist for the receipts.

iii. Follow the receiving and storage checklists in Appendix L to receive and store shipments.

9. Picking Orders and Preparing Orders for Distribution

a. RDC teams, each consisting of three to five people with the strength to lift heavy issues.

i. Include at least one person who picks issues and a second who monitors the quality of pick actions (correct item and correct quantity) as the first places them on a pallet.

ii. Use empty pallets or containers to hold issues.

iii. Get MHE to move pallets and containers of issues to staging;

iv. Pick issues from the RDC using the checklist in Appendix M.

v. Designate places in the staging area for deliveries to each responder location.

vi. Ensure the contents of the pallets, tri-walls, and other cargo are clearly labeled with the field responder's name or delivery location.

vii. Use the checklist in Appendix M to prepare responder orders for delivery.

10. Controlling and Ordering Inventory

The inventory manager controls RDC inventory by recording receipts, processing issues, adjusting on-hand balances on the basis of physical counts of RDC inventory, and placing reorders in time to avoid running out of items that responders need. The ordering manager supports inventory control activities by purchasing additional inventory.

- a. The inventory manager
 - i. Enters information (such as item, source, and returnable status) on and the quantity of each receipt.
 - ii. Receives and processes approved orders.
 - iii. Supports management decisions to allocate available inventory when there isn't enough to satisfy all requests.
 - iv. Groups orders by geographic area and time.
 - v. Prints pick lists—including item, quantity, lot number, and RDC location—for issue of items in the RDC.
 - vi. Generates and prints pallet and container labels.
 - vii. Monitors and adjusts on-hand balances for receipt and issue of each item from each source.
 - viii. Physically inventories items in the RDC and corrects inventory balances on the basis of the results.
 - ix. Sends reorder requests to the ordering manager when on-hand balances drop to reorder levels.
 - x. Tracks reorder actions and acts when delays occur.
 - xi. Maintains a list of names, dates, items, and quantities of issues from the RDC to field responders.
 - xii. Maintains addresses of all delivery locations to support staging, distribution, and recovery of specific items after an event.
 - xiii. Answers customer questions about receipts, reorders, issues, and inventory.
 - xiv. Coordinates with incident command, the SPUL, the NVS MLT, and RDC teams after an event to recover high-value items.
 - xv. Provides management reports on inventory activity, including issues, reorders, and possible shortages, daily receipt summary (bill of lading number or purchase order number and shipper), daily distribution summary or direct issues (responder name, items, and quantities) and deliveries (destinations, quantities, and number and type of trucks), outstanding orders, workload (number of personnel present, number of hours worked, and shortages or overages of RDC personnel), and open issues (log concerns, personnel concerns, damage reports, and inventory not received).
- b. The ordering manager
 - i. Coordinates with the inventory manager.
 - ii. Places orders to replenish inventory.
 - iii. Orders operational support supplies, equipment, and services.

11. Distributing Inventory

The SPUL distributes resources to field responders by letting them pick up their order at the RDC or by delivering the orders to them on site.

- a. For responder pickup, the RCDM uses Appendix N, Distribution Preparation Checklist, to
 - i. Designate specific issues for pickup by responders (to differentiate heavy or large issues that must be delivered).
 - ii. Direct the RDC teams to move the issues to a predefined location (close to the staging area and exterior doors and away from the storage area) for pickup.
 - iii. Organize a one-way flow line of tables.
 - iv. Mark clearly the entrance and exit for responder foot traffic.
 - v. Match the copy of the field responder's request order to the filled pick list attached to the container in staging.
 - vi. Give responders the matching container with the affixed pick list and notes order discrepancies (backorders, etc.).
 - vii. Has the responder sign the second copy of the pick list to affirm pickup, and
 - viii. Forward the signed copy to the inventory manager.
- b. For deliveries, the RCDM will complete the activities as specified in the Receiving and Storing Shipments section and in Appendix N, Distribution Preparedness Checklist.

12. Deactivating RDCs

- a. RDCs deactivate at the end of an event when the incident commander directs the demobilization of the ICS staff and activities. The SPUL ensures the deactivation of RDCs complies with the terms of agreements and contracts in Appendix F.

13. Recovering and Returning Inventory

- a. The inventory manager prints a list by customer of all high-value items issued that the NVS and other sources want returned. The incident command uses the list to direct responders to decontaminate and return specific items. The RCDM coordinates the pickup of the items and their return to the RDC with the ground support leader and distribution dispatcher.
- b. A RDC team assigned by the RCDM records items as they return from the field and assembles them in the RDC. The inventory manager uses the RDC team records to identify high-value items that have not returned and to schedule additional pickups.

- c. The RCDM and NVS MLT examine NVS items to determine those that can be reused and those that should be discarded. The RDC team destroys or discards unwanted items.
- d. The RDC team packs, palletizes, and secures for return NVS reusable, high-value items and supplies that remain unissued in the RDC. The NVS MLT coordinates pickup of the items and their transport at NVS expense back to NVS distribution facilities.

14. Shutting Down and Returning RDC Facilities to Normal Business

- a. The SPUL
 - i. Oversees breakdown, disassembly, and removal of all markers, barriers, signs, and other incident-specific items in the RDC, return of all incident support equipment (such as computers, phones, radios, and fax machines), return of rented equipment (such as forklifts and pallet jacks), and facility cleaning and trash removal.
 - ii. Walks through and inspects the RDC with the facilities unit leader and the RDC facility liaison.
 - iii. Returns the facility to its owner and daily operations.

15. Demobilizing Staff

- a. The SPUL
 - i. Debriefs the staff to acquire information for the after-action report.
 - ii. Dismisses the staff to check out with the resource unit in the plans section.
 - iii. Verifies the safe arrival home of the staff.

16. Completing Administrative Actions

- a. The SPUL
 - i. Ensures finances, agreements, and contracts are completed and properly closed.
 - ii. Files staff contact information.
 - iii. Creates and forwards an after-action report of RDC activities, problems, and issues to the supervisor.
 - iv. Participates in the after-action review of incident activities.

E. Communications

1. Prompt, accurate, and comprehensive communication among participants in this plan is critical for the rapid and effective delivery of resources to responders. All communications that support resource distribution comply with the following State plans governing communications during all emergencies:

The Animal Disease Incident Plan

ESF-2 to the Ohio Emergency Operations Plan - Communications

2. Appendix G defines all aspects of the functional and tactical communications the primary agencies and incident command use to coordinate with government agencies, NGOs, commercial businesses, animal industries, and ICS components. Examples of government agencies include APHIS, OEMA and the Governor's office.
3. The State of Ohio's uses the following redundant methods for tactical communications to manage RDC operations [select more than one method to ensure RDC teams can always communicate among themselves, with incident command, and with supporting agencies, organizations, and businesses]:
 - a. Telephones (hard-wired phones, mobile phones, and satellite phones)
 - b. Hand-held radios
 - c. Shortwave radios
 - d. E-mail and the Internet.
4. Appendix G lists contact information for all tactical communications. See *NVS Planning Guide for Federal, State and Local Authorities*, Section 4, Communicating Tactically for Resources Support.

F. Security and Safety

1. ODA coordinates with State and local law enforcement agencies before an event to assess and ensure the security of RDC inventories, facilities, equipment, personnel, and activities.
2. Appendix O contains ODA's NVS security plan. See *NVS Planning Guide for Federal, State and Local Authorities*, Section 4, Securing RDC Operations.
3. ODA uses Appendix P, RDC Safety and Security Checklist, before an event and the SPUL during an event to ensure the safety and security of RDC inventories, facilities, equipment, personnel, and activities.

V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

1. This plan describes the responsibilities for acquiring, receiving, storing, controlling, issuing, staging, distributing, and recovering resources from the NVS and other sources. All parties to the plan coordinate their actions to ensure the rapid distribution of resources to responders.
2. Incident command incorporates RDC functions in the logistics section of the command structure. Although the functions primarily coordinate with other logistics section units, they also interact with units in the finance/administration, operations, and plans sections.

B. Primary Agencies

1. The Ohio Department of Agriculture

The primary The State of Ohio's agency does the following to respond to a disease event:

- a. Before
 - i. Identify, approve and prepare RDCs to receive, store, and stage materials.
 - ii. Collaborate with the APHIS area office to plan potential ICS organizational structures and provides training and exercises that support deployment of NVS and other resources.
 - iii. Identify and test inventory management systems.
 - iv. Collaborate with the APHIS area office to define processes to request vaccines following APHIS approval of the State's vaccination plan during an event.
- b. During
 - i. Establish a unified command with the AVIC and delegates authority to an incident commander.
 - ii. Determine the complexity of an incident in conjunction with the APHIS area office, resources the incident response requires and those the State has available, and need to request NVS countermeasures.
 - iii. Coordinate with the AVIC and the APHIS regional office to quickly request NVS countermeasures so they are received before the depletion of the State's resources.
 - iv. Confirm the availability and suitability of pre-identified RDCs for receiving, storing, issuing, and staging NVS and other resources.
 - v. Activate RDCs before the arrival of NVS and other shipments.

- vi. Provide resources such as equipment, supplies, and personnel to support incident command and NVS countermeasure receipt and use.
- vii. Alert agencies, NGOs, and commercial businesses that support RDC functions in the plan.
- viii. Activate the communications plan to alert stakeholders.
- ix. Implement measures with law enforcement to secure RDC inventory, personnel, equipment, and management.
- x. Report the status of RDC operations to ODA, the State Emergency Operations Center (SEOC), multi-agency coordination center, stakeholders, and others as appropriate.

2. Primary Federal Agency (APHIS Area Office)

The State of Ohio expects the APHIS area office to do the following before and during an event:

- a. Before
 - i. Collaborate with ODA to plan potential ICS organizational structures and provide training and exercises that support logistics readiness.
 - ii. Collaborate with ODA to define processes to request vaccines following APHIS approval of the State's vaccination plan during an event.
- b. During
 - i. Establish a unified command with the AVIC and delegate authority to an incident commander.
 - ii. Collaborate with ODA to determine the incident complexity and the resources the State has available to respond to an outbreak.
 - iii. Determine the complexity of an incident in conjunction with the SAHO, resources the incident response requires and those the State has available, and the need to request NVS countermeasures.
 - iv. Coordinate with the AVIC and SAHO to quickly request NVS countermeasures so they are received before the depletion of the State's resources.
 - v. Provide resources such as equipment, supplies, and personnel to support incident command and RDC operations.
 - vi. Report the status of resource support.

3. Incident Command

- a. The logistics section chief
 - i. Activate RDC facilities and staff.
 - ii. Delegate authority to an SPUL to receive, store, control, issue, and stage resources from the NVS and other sources.

- iii. Delegate authority to a ground support unit leader to dispatch and deliver resources to incident sites.
- iv. Deactivate RDC facilities and debriefs staff at the end of an incident.

b. The supply unit leader

- i. Receive, store, control, issue and stage RDC inventory.
- ii. Process requests for NVS and other resources from responders and issues the resources.
- iii. Properly dispose of unusable vaccines, antivirals, and other items.
- iv. Recover unused and reusable NVS items, packs them, and coordinates their return to NVS distribution facilities with the NVS MLT.

c. The plans section chief

- i. Identify the need for additional personnel and equipment.
- ii. Request 3D commercial support from the NVS (MLT on site or headquarters DMT).
- iii. Collaborate with NVS representatives to develop a scope of work for the support.
- iv. Assign NVS contractors to the operations section when they arrive.

d. The operations section chief

- i. Assign tasks to NVS contractors, which act as self-sufficient task forces,
- ii. Assign a Federal employee as task force leader to oversee the actions of NVS contractors and sign the contractors' daily activity time sheet.
- iii. Provide status reports on NVS contractors to the incident commander.

C. Support Agencies, NGOs, and Private-Sector Businesses

The following agencies, NGOs, and commercial businesses act within the ICS to support resource distribution.

a. Ohio Emergency Management Agency (OEMA)

- i. Activate the SEOC as appropriate.
- ii. Provide logistics support.
- iii. Coordinate resource sourcing and allocation.
- iv. Manage the State's EOC finance/administration section, including the State of Ohio's procurement.
- v. Coordinate with the principal Federal officer for Federal procurement.

- vi. Facilitate and coordinate the State-wide response.
- b. Ohio Department of Administrative Services (DAS)
 - i. Assess in-kind costs.
 - ii. Track the State's costs.
 - iii. Manage the State's contracts.
- c. Ohio Department of Health (ODH)
 - i. Dispense antivirals for non-Federalized agricultural responders.
- d. Ohio State Highway Patrol (OSHP)
 - i. Assist in the assessment of on-site security needs.
 - ii. As able, provide security escorts.
 - iii. Assist in the coordinate of on-site security personnel.
- e. Adjutant General's Department, Ohio National Guard (ONG)
 - i. As able, provide distribution vehicles, drivers, command, and control.
- f. Ohio Environmental Protection Agency (OEPA)
 - i. Provide assistance with environmental assessments.
 - ii. Assist in the processing of environmental permitting for the disposal of infected waste.
- g. Local Jurisdiction Resources
 - i. Local emergency management agencies will activate the county EOC and will provide logistics for local support.
 - ii. Act as liaisons with community officials and the general public.
 - iii. Local public works departments will provide heavy equipment and distribution vehicles.
 - iv. Local Law Enforcement Agencies will provide security and escorts delivery vehicles through traffic.
 - v. Local Health Departments will dispense antivirals for non-Federalized agricultural responders.
 - vi. Local Environmental Protection Agencies will assist with environmental assessments for disposal and expedites environmental permitting.
- h. Private-sector businesses
 - i. Provide RDC facilities, equipment, and supplies.
 - ii. Support the health, hygiene, and nutritional needs of the RDC staff.

iii. Provide delivery vehicles and drivers.

DRAFT

APPENDIX A. ANIMAL DISEASES

Table 1, below, lists the 17 most damaging animal diseases, shows the animals they affect, and indicates whether they are a public health threat.

Table 1. Animal Diseases

Disease	Animal industries affected	Public health threat?
1. Highly pathogenic avian influenza	Poultry	Yes, may be lethal
2. FMD	Cattle, swine, sheep, and other cloven-hoofed livestock	No
3. Rift Valley fever	Cattle, sheep	Yes, may be lethal
4. Exotic Newcastle disease	Poultry	Yes, minor effects
5. Nipah and Hendra viruses	Swine (Nipah), horses (Hendra)	Yes, may be lethal
6. Classical swine fever	Swine	No
7. African swine fever	Swine	No
8. Bovine spongiform encephalopathy agent	Cattle	Suspected
9. Rinderpest	Cattle, sheep	No
10. Japanese encephalitis	Swine, equine	Yes, may be lethal
11. African horse sickness	Equine	No
12. Venezuelan equine encephalitis	Equine	Yes, may be lethal
13. Contagious bovine pleuropneumonia	Cattle	No
14. Ehrlichia ruminantium (Heartwater)	Cattle, sheep, goats	No
15. Eastern equine encephalitis	Equine	Yes, may be lethal
16. Coxiella burnetii	Cattle, sheep, goats	Yes, may be lethal
17. Akabane	Cattle, sheep, goats	No

Note: FMD = foot-and-mouth disease.

APPENDIX B. REQUESTING ASSISTANCE FROM THE NATIONAL VETERINARY STOCKPILE (Also, see *NVS Planning Guide for Federal, State and Local Authorities*, Section 4, Acquiring NVS Countermeasures)

A. Prior to Requesting NVS Assistance

1. The request for assistance from the National Veterinary Stockpile (NVS) is a joint State and USDA APHIS VS decision based upon the type and scale of damaging animal disease outbreak, and level of available State and local resources.
2. The request for NVS countermeasures will be made prior to the exhaustion of available State resources.

B. Initial Request for NVS Physical Countermeasures

1. The State's animal health official (SAHO) or designee and the USDA APHIS VS Area Veterinarian in Charge (AVIC) or designee will identify the resources the State has available, including State, local, Federal and private sector resources, and those it needs to respond to a damaging animal disease. In their evaluation, they will consider the status of the State's emergency declarations that may release additional State and local resources. They will justify their request for NVS countermeasures based on their conclusion that available resources will not be enough to support the State's response to the outbreak.
2. The SAHO and AVIC will consult with their USDA APHIS VS Regional Office. The VS Regional Director or designee calls the 24/7 USDA APHIS VS National Center for Animal Health Emergency Management hotline **800-940-6524** and requests NVS assistance from the operator. The NVS Director or designee will return the call immediately. Officials on the recall will be State and Federal officials (e.g., the SAHO, AVIC, VS Regional Office representative, and other pertinent personnel) who can justify the State's need for NVS assistance. During the call, the NVS staff will request information about (1) the damaging animal disease, (2) infected species and estimated number of affected animal populations, (3) number of responders fielded immediately, and (4) number of affected premises. NVS staff will also request a point of contact in incident command with whom the NVS deployment can be coordinated if approved by APHIS. The NVS Deployment Management Team at VS headquarters will coordinate with the incident command point of contact on deployment details.

C. Five-Step Process for Requesting NVS Physical Countermeasures

1. The SAHO and the AVIC conclude that NVS physical countermeasures are needed.
2. The SAHO and the AVIC consult with USDA APHIS VS Regional Office.
3. The VS Regional Office calls NVS 24/7 emergency hotline **800-940-6524** and leaves name and telephone number with operator.

4. The federal-level NVS Director returns the call immediately and engages in a conference call with necessary state- and local-level officials to determine the details of the request, including:
 - a. The significant animal disease that is to be addressed.
 - b. The infected species and the estimated number of animal populations.
 - c. The number of responders that need to be fielded immediately.
 - d. The number of affected premises.
 - e. The Point of Contact for incident command.
5. The NVS DMT coordinates deployment details with the Point of Contact.

D. Subsequent Requests for NVS Physical Countermeasures

1. Following the initial receipt of NVS countermeasures, the logistics section's supply unit leader and inventory manager will coordinate with the planning section's resource unit leader to continually evaluate available resources and to determine when to acquire more.
2. The supply unit's ordering manager will coordinate with the finance/administration section's procurement unit leader to acquire more resources from a variety of sources.
3. If additional resources are unavailable, the ordering manager and procurement unit leader will coordinate with the NVS Mobile Logistics Team (MLT) on site or the NVS Deployment Management Team (DMT) at APHIS headquarters to request deployment of additional countermeasures.

E. Request for 3D Support

1. During the planning cycle, the operations section chief (OSC) determines the kind, type, and numbers of resources, including personnel, available and needed to achieve depopulation, disposal, and/or decontamination (3D) for the next operational period. The work assignment, reporting location, and requested arrival time are documented on the incident command system (ICS) 215 operational planning worksheet.
2. The planning section chief and resources unit leader assist the OSC by providing input on available personnel and shortages.
3. If NVS 3D support is needed, the finance/administration section's procurement unit leader will create a statement of work (SOW) that describes the type and amount of assistance as well as when and where the assistance is required.
4. The cost unit leader will prepare a 3D cost estimate.

5. The logistic section's ordering manager will prepare an ICS 259-3 resource order form requesting the number of 3D task forces required, the date/time needed, and the reporting location.
6. Following approval of the resource order by the incident commander, the supply unit leader and ordering manager will deliver the ICS 259-3 resource order form and SOW to the NVS MLT or the NVS DMT.
7. The NVS DMT in APHIS headquarters will:
 - a. Identify a contractor that is available, trained, and qualified to do the work.
 - b. Contact the APHIS contract officer and provide the SOW.
 - c. Convene a conference call of incident command officials and the contractor to discuss the work and the contractors' ability to respond.
8. The APHIS contract officer will:
 - a. Require the OSC to assign a Federal employee to oversee the contractor's work and sign the daily activity report.
 - b. Ensure the contractor charges basic ordering agreement rates in the NVS's contract.
 - c. Authorize the contractor verbally or in writing to begin work.
 - d. Direct the contractor to provide an estimate of the amount and cost of work within a reasonable period, typically a couple days.
9. The 3D task force will:
 - a. Check in with the planning section resources unit and complete the information required, including 3D task force leader and personnel manifest, for the ICS 211 incident check-in list.
 - b. Report to the OSC for task assignments.
10. The APHIS representative in the finance/administration section pays for the 3D resources and reports the costs.

Appendix C. Abbreviations

APHIS VS	Animal and Plant Health Inspection Service, Veterinary Services
AVIC	area veterinarian in charge
CERT	community emergency response team
CFR	Code of Federal Regulation
DMT	deployment management team
3D	depopulation, disposal, and decontamination
EOC	emergency operations center
FEMA	Federal Emergency Management Agency
FMD	foot-and-mouth disease
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	incident action plan
ICP	incident command post
ICS	incident command system
IDIQ	indefinite delivery/indefinite quantity
IMT	incident management team
JIC	joint information center
LSC	logistics section chief
MHE	material-handling equipment
MLT	mobile logistics team
MOA	memorandum of agreement
MOU	memorandum of understanding
NGO	non-governmental organization
NIMS	National Incident Management System
NRF	National Response Framework
NVS	National Veterinary Stockpile
OSHA	Occupational Safety and Health Administration
PIO	public information officer
PSC	plans section chief
RCDM	receiving/distribution manager
ROD	report of discrepancy
SAHO	state animal health official
SOW	statement of work
SPUL	supply unit leader
USDA	United States Department of Agriculture