

# NASDA

National Association  
State Departments of Agriculture



## Food Emergency Response Plan Template

## Supplemental Information

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## **PREFACE**

This document provides supporting material for states using the National Association of State Departments of Agriculture (NASDA) Food Emergency Response Plan template (FERP) to develop a stand-alone food response plan or an annex to an existing all-hazards plan.

This supplement has several sections. Section 1 provides general planning guidance adopted from NIMS. Section 2 contains sample text and content suggestions for most sections outlined in the template. This text was taken from actual state plans. The sample text is provided as a suggestion for content development or modification. States can use the content as provided, modify it as needed, or create new content tailored to the state response structure. Section 3 contains contact lists and job matrices to be completed during the planning process.

## EXPLANATION OF ACRONYMS

APHIS	Animal and Plant Health Inspection Service (of USDA)
BTS	Border Transportation and Security Directorate
CDC	Centers for Disease Control and Prevention
CI/KR	Critical Infrastructure / Key Resources
CPG	Comprehensive Preparedness Guide
DEOC	Departmental Emergency Operations Center
DHS	Department of Homeland Security
DHHS	Department of Health and Human Services
EFORS	Electronic Food-borne Outbreak Reporting System
EMAC	Emergency Management Assistance Compact
EPA	Environmental Protection Agency
EP&R	Emergency Preparedness and Response Directorate
EOC	Emergency Operations Center
FBI	Federal Bureau of Investigation
FDA	Food and Drug Administration
FEMA	Federal Emergency Management Agency
FERN	Food Emergency Response Network
FERP	Food Emergency Response Plan
FSIS	Food Safety and Inspection Service
HD	Health Department
HSPD	Homeland Security Presidential Directive
IAIP	Information Analysis and Infrastructure Protection
IAP	Incident Action Plan
IC	Incident Command
ICLN	Integrated Consortium of Laboratory Networks
ICS	Incident Command System
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
LEOP	Local Emergency Operations Plan
LRN	Laboratory Response Network
MAC	Multi-Agency Command
NAHRS	National Animal Health Response System
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NRF	National Response Framework
NRP	National Response Plan
PHL	Public Health Laboratory
PHPP	Public Health Preparedness Program
PIO	Public Information Officer
S&T	Science and Technology

**EXPLANATION OF ACRONYMS (continued)**

SDHS	State Department of Homeland Security
SitRep	Situation Report
SEMA	State Emergency Management Agency
SEOC	State Emergency Operations Center
SEOP	State Emergency Operations Plan
SOG	Standard Operating Guides
SOP	Standard Operating Procedures
TCL	Target Capabilities List
UC	Unified Command
USDA	United States Department of Agriculture
VOAD	Voluntary Organizations Active in Disasters

## **PLANNING CONSIDERATIONS**

It is necessary that a clear, succinct planning process be implemented to meet the goals outlined in the Preface of the FERP Template. Prior to developing a plan, three fundamental issues must be addressed:

1. Determine who should be on the planning team. Identify the agency, organization, and private sector representation needed. Assign a lead or coordinator for the planning group.
2. Determine what functions, tasks, or expertise are needed in response to a food emergency.
3. Determine the format for the plan (stand-alone, annex, appendix, or emergency support function), audience, format, and level of detail.

At a minimum, the planning process should provide current information that accurately describes what the emergency incident will entail, including the fundamental components listed below. The National Incident Management System (NIMS) recommends five primary processes:

### Understand the Situation

The first phase includes gathering, recording, and analyzing the situation and resource information that provides a clear picture of the magnitude, complexity, and potential impact of an emergency. This information allows planners to determine the resources required to develop and implement an effective emergency response plan.

### Establish Goals, Objectives and Strategy

The second phase includes development of goals and objectives and an appropriate response strategy that conform to the legal obligations and management objectives of all affected agencies. See sections II and III of the FERP for development of goals and objectives. Reasonable strategies that accomplish the objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for response. Evaluation criteria for selecting a strategy include public health implications, safety, estimated costs, and various environmental, legal, and political considerations.

Goals clarify the need and desired results of a plan and create the foundation for planning and development of a FERP. Goals describe the intention of the FERP relative to a state's preparation for, response to, and recovery from a food emergency. The plan should outline the actions needed to achieve specific goals.

1. What does the state want to accomplish through the planning process?
2. What are the specific emergency situations that this plan is designed to address?
3. How will the plan impact communication and coordination between participating agencies?
4. How is this plan designed to support or integrate with the all-hazards base plan?

5. How will the state manage an emergency response in coordination with other states and local or federal partners?
6. How will the plan promote recovery?
7. What problem areas have been identified by past exercises or responses that need to be addressed in this plan?
8. How will surge capacity be provided when initial resources are exceeded?

Goals represent broad concepts, while objectives are more specific and define how the goals will be achieved. Objectives should be measurable and conform to the legal obligations of affected agencies. In formulating objectives, planning teams should prioritize and identify appropriate strategies to accomplish each. States may choose to not include objectives in their FERP; however, objectives should still be developed to drive the planning process.

Strategies for accomplishing objectives may take the form of procedures such as sampling, surveillance, evidence collection, contaminated food disposal and any other operational task associated with the response. Such procedures are usually detailed in agency operational plans or other supporting documents.

Other planning considerations include identification of required resources and projections of the probable course of events before, during, and after an emergency.

1. How will each objective be attained in a measurable manner?
2. What is the indicator that an objective has been met?

### Develop the Plan

The third phase involves determining the tactical direction, specific resources, reserves, and support requirements for implementing the selected strategy. This phase is the responsibility of the lead agency, which determines the resources allocated in a sustained response. After determining the availability of resources, the lead agency, together with others on the planning team, develops a plan that makes the best use of these resources.

Prior to the formal planning meetings, each member of the planning team is responsible for gathering information to support the decisions necessary for fulfilling the pre-planning issues identified above.

### Prepare and Disseminate the Plan

Phase Four involves preparation and dissemination of the plan. The plan should be prepared in a format appropriate for distribution (i.e., Microsoft Word or pdf), with recommendations for training and implementation. Generally, distribution of a plan of this nature will require several levels of training ranging from awareness to application.

### Evaluate and Revise the Plan

The planning process requires evaluation and quality control to ensure accuracy. Lead and support agencies should regularly compare planned responses with actual experience when the situation arises. If there are no actual experiences, the plan or sections of the plan should be tested using tabletop and functional exercises. When deviations occur and new information emerges, the information should be updated immediately.

### **SAMPLE TEXT**

The following sample text is provided as examples of possible FERP content language and may or may not be appropriate for individual state plans. It is not intended to be all-inclusive for any given section of a FERP and is intended only as examples.

## **I. INTRODUCTION**

### *Content Suggestions*

The introduction section provides the reader with insight about the purpose of the plan, how it is implemented, what it addresses, and who participates in the planning process.

### *Sample Text*

The defense of a state's food supply is of paramount importance. A food emergency can impact individual consumers and adversely affect food and agricultural production and processing, which is an extremely important part of a state's economy. The effects of one incident can negatively impact a state, have a detrimental impact nationwide, and disrupt global imports or exports of food.

This plan addresses policies and procedures that will minimize the impact of an unintentional or deliberate incident related to a state's food supply. In addition, the plan addresses recovery following an incident.

This plan assigns specific roles and responsibilities for a response according to the nature of the particular incident. The plan stresses state and federal interagency, which is essential when responding rapidly to any threat to a state's food supply.

## **II. PURPOSE**

### *Content Suggestions*

When a foodborne disease outbreak or other food-related emergency impacts pre-harvest food production (i.e., bovine spongiform encephalopathy; other infectious [zoonotic] disease; or toxins, including drug residues or chemical contaminants), a FERP should provide guidance for communication and, if necessary, coordination with the various lead



agencies within specific areas of agriculture. Animal and crop agriculture divisions within the appropriate agency(ies) will each have specific plans for response.

*Sample Text*

The purpose of this plan is to identify how (State X) will respond in coordination with federal, local, and tribal governments and the private sector to prepare for a rapid response to significant threats to food safety and public health. This will be accomplished by:

- Anticipating and complementing private sector response activities and capabilities.
- Providing a flexible, NIMS compliant, framework for coordinating public and private sector response efforts, which could span the entire farm-to-fork response continuum.
- Providing coordinated measures and procedures to detect and control food contamination incidents.
- Generating immediate local and state measures, as appropriate, that will mitigate the crises and minimize consequences.
- Defining specific roles and responsibilities for these supporting agencies and groups relative to appropriate local, state, and federal measures.
- Establishing policy and procedures to recover from the incident as quickly as possible.

### **III. SCOPE**

*Sample Text (Goals)*

The goals of this plan are:

- To ensure effective and coordinated communication between federal, state, and local responders, authorities, and the public.
- To minimize the impact of a food-related incident.
- Facilitate rapid recovery following a food-related incident by identifying the scope of state involvement in recovery.
- To specify duties, roles, and responsibilities.
- To coordinate the transition between response and recovery efforts.

*Content Suggestions*

Objectives must be attainable, measurable, and focus on the achievement of goals. The following is a sample goal and objective regarding the communication of public information.

**Sample Goal:** Ensure effective, timely, and coordinated communication between state authorities and the public.

**Sample Objective:** Identify a public information officer within the JIC who will provide coordinated communication to the public within one hour of a potential emergency incident.

*Sample Text (Objectives)*

The objectives of this plan are:

- Identify the lead state agency in a food emergency response.
- Define the triggers that result in plan implementation.
- Establish the authority under which this plan can be implemented.
- Facilitate the creation of mutual aid and emergency management assistance compacts for interstate assistance.
- Identify and define roles and responsibilities of supporting agencies and groups to facilitate response coordination.
- Identify the scope of state involvement in recovery and identify responsible agencies for recovery after a food emergency.

#### **IV. SITUATIONS**

*Sample Text*

Specific examples of situations that can impact a state's response to a food emergency might include:

- Level of local planning and preparedness to assist with a response.
- Rivers or other navigable waterways.
- Depth to ground water.
- Schools.
- Concentration of croplands, livestock, poultry, or food processing facilities.
- Food storage areas.
- Mountainous terrain.
- Available medical resources.
- Major population areas.
- Areas where English is a secondary language.
- Regions susceptible to severe storms (e.g., hurricane) or other natural disasters (e.g., earthquake).

## V. ASSUMPTIONS

### *Sample Text*

The following assumptions were included in some of the state plans reviewed during development of the FERP template:

- Incident management activities will be initiated and conducted using the principles contained in the NIMS.
- Threats to the food supply can come from natural sources, as well as deliberate acts. This plan may be used to respond to foodborne emergencies, regardless of the cause.
- If a foodborne disease outbreak or other food-related emergency is determined to be the result of a deliberate or criminal act, federal law enforcement will become the lead agency for criminal investigation component of the response.
- The FDA and the USDA Food Safety and Inspection Service (FSIS) will support a state response to a foodborne emergency.
- The CDC may become involved and provide support for emergencies resulting from a foodborne illness outbreak.
- An effective and coordinated response effort will be needed to restore public confidence in the food supply in the aftermath of a foodborne illness event.
- Tracing may be difficult due to the lack of a uniform regulatory system that would ensure the traceability of all products and commodities, regardless of the origin.
- Developments in the farm-to-table system of food production greatly increase the number of contamination pathways. Combined with the lack of security and surveillance at many food processing facilities, ability to implement a foodborne attack is greatly increased.
- State health officials will be the primary group responsible for the identification and control of foodborne illness or disease outbreaks.
- A threat against the agricultural community, in and of itself, could initiate response actions at all levels of government and may result in hysteria of the general public.
- Positive detection of a foodborne emergency in an area outside this state will prompt this state to employ additional preparedness measures to prevent the possibility of occurrence in this state.
- A deliberate act of contamination may have grave consequences and encompasses a variety of response actions at all levels of government, industry, producers, and the private sector.
- Control measures may require discarding large quantities of agricultural products and organic matter, invoking embargoes or trade restrictions, culling livestock or poultry, and identifying alternative sources of food.
- Depending on the cause of the contamination, contaminated foodstuffs may need to be considered and handled as hazardous waste.
- Suspected infected locations, machinery, distribution centers, restaurants, eateries, and transport vehicles may need to be cleaned, disinfected, and re-evaluated for contamination.

## VI. CONCEPT OF OPERATIONS

The following content suggestions relate to subject areas that may be addressed in a Concept of Operations section. These suggestions are not all-inclusive of every action or operation necessary for all food emergencies; rather, they represent a sampling of text for existing state-level food defense plans.

### **Incident Identification**

Incident identification involves the rapid identification, detection, and confirmation of the incident. Incident identification also defines notification and action triggers.

#### *Sample Text – incident identification*

Local resources will be instrumental to the initial identification of food-related incident. These local resources would include:

- Consumers
- County and local health departments
- Poison control centers
- Hospitals
- Private practice physicians
- Law enforcement
- Retailers
- Schools
- Warehouses
- Agricultural producers
- Veterinarians
- Private food-testing laboratories
- State and local governmental laboratories (Food Safety and Public Health)

Observations that could indicate a food-related incident has occurred include:

- Discovery of some physical characteristic of a food item or agricultural product that suggests possible contamination with a biological or chemical agent (i.e., abnormal odor or taste).
- Reports of unusual clusters or types of illness among employees or consumers, possibly related to a food or agricultural product.
- Observation of suspicious behavior or activity by an employee or customer.
- Discovery of unusual findings during routine monitoring and laboratory surveillance of food supplies.
- A significant security breach in a food-system facility, storage tank or shipping vehicle, or receipt of a threat indicating that an agricultural or food product has been or will be contaminated.
- Two or more of these events occurring simultaneously.

*Sample Text - notification and action triggers*

Local resources will be instrumental in the initial identification of a food-related incident. Standard operating procedures and/or guidelines for a food-related incident must be provided locally to assure timely identification and immediate notification and response of state and federal officials. Each state must define the conditions under which the FERP is activated. Examples of triggers may include consideration for local or regional response capabilities, interstate emergencies, or intentional introduction of a contaminant or disease vector.

**Incident Management**

Incident management may include activation of the emergency operations center (EOC), establishment of a chain of command, establishment of incident command posts, and other operational components such as notification or deployment of incident management teams.

*Sample Text - activation of a SEOC*

Dependent upon the level of the incident, the SEOC may be activated. Representatives from the state health, food regulatory, and agriculture agencies should be present in the SEOC for food and agricultural emergencies to ensure rapid activation of multiple Emergency Support Functions, if the need arises. In all food and agricultural emergencies, communication between departments will be critical to ensure the best possible response. The liaison or representative positions should be pre-identified in this emergency response plan and current contact information maintained, as determined by the Communication and Coordination section of this plan.

*Sample Text - chain of command*

States must determine the chain of command for all five stages of the emergency management life cycle: preparedness, prevention, mitigation, response, and recovery. This system must be consistent with NIMS and may be identified in the state base plan. If a foodborne disease outbreak or other food-related emergency is determined to be the result of a deliberate or criminal act, federal law enforcement will be the lead agency for the criminal investigation component of the response.

The lead agency in a food emergency response may be the state agriculture, health, or food regulatory agency. The lead agency designations may shift or expand depending on the type of incident that occurs. For example, the state health department may begin the response as the single lead agency; however, if the incident is identified as an intentional act of terrorism, federal law enforcement becomes the co-lead agency and oversees the criminal components of the response. The state health department would maintain control of the epidemiological investigation and response to the foodborne outbreak.

A shift in lead agency designation may occur in the event of an agricultural emergency. If an agricultural emergency that threatens the health of livestock, poultry, or other animals is deemed to also be a threat to human health, the lead agency designation for the overall response may shift to the public health agency; however, state animal health officials would still maintain lead status in response to the animal disease outbreak. Other agencies may become involved based on circumstances; therefore, each incident command structure must be determined on its own merit.

### **Defining Response Actions**

Defining response actions includes determining whether the response can be maintained within a single agency or if multiple agencies will be involved in an integrated response. This also includes an assessment of resource needs from lead and supporting agencies and the implementation of an investigation by law enforcement entities (local, state and federal) if the incident is intentional.

#### *Content Suggestions*

It is important to note that at this stage in the plan, the text should only outline the actions that the state plans to take in response to the incident. This section does not include detailed accounts of how the state plans to implement these response actions; rather, it is similar to the creation of an initial incident action plan. The sample text included below provides more detail than necessary in order to provide planners with sufficient information to develop a strong Defining Response Actions section. The details of how these actions are implemented should be included in the Assessment, Control, and Containment section or in Standard Operating Procedures.

#### *Sample Text*

Some possible actions that a state department of agriculture may consider in the planning process include, but are not limited to:

1. Identifying the need to implement a coordinated response to the incident following standard operating procedures and guidelines.
2. Assessing the human health and environmental impact of the incident.
3. Determining what types of incident surveillance are needed.
4. Developing incident action plans.
5. Assessing the need to activate appropriate strike teams or incident response teams.

These teams may be tasked with the following response actions:

- a. Quarantine
- b. Surveillance
- c. Outbreak investigations
- d. Trace-back and trace-forward
- e. Vector control
- f. Establishment of movement controls
- g. Disposal

- h. Cleaning and disinfection
- i. Epidemiology
- 6. Assessing the need to form geographic divisions for the response.
- 7. Assessing the need for federal support or support from other states.
- 8. Assessing the need to relax or modify existing state regulations to support the response efforts.
- 9. Assessing the content of public information required and the means to deliver that information.
- 10. Assessing the potential for environmental contamination.
- 11. Evaluating economic implications and consequences.

Following incident identification and activation of this plan, the state department of agriculture and, if necessary, the SEOC, will begin identifying response actions needed to effectively respond to and mitigate the incident. At this point, the state will assess the incident to ensure that proper plans are in place and that the needs of lead and supporting agencies are identified.

*Sample Text - evidence gathering, security, and policing*

Individuals assigned to the task of collecting samples for epidemiological investigation may ultimately gather initial evidence for a criminal investigation. Therefore, it is critical to follow the proper procedures for chain of custody when collecting all samples. Should the suspicion of criminal activity arise, it is important to immediately notify state law enforcement officials who will determine the jurisdiction of the criminal investigation. It is likely that this effort will be augmented with federal support if the scope of the incident is determined to exceed the capabilities of the state. If the food emergency is the result of a terrorist act or if the criminal activity crosses state borders, the FBI assumes the lead role in criminal investigations.

*Sample tasks*

- Provide security, law enforcement, and traffic control, as required.
- Support response operations.
- Control access and movement.
- Support response activities that are under the supervision of the lead agency.
- Assist local police services, if required.

Transportation

*Content Suggestions*

During a food emergency response, one or more state agencies or groups must be identified to provide the following support:

- Provide traffic control, as required.
- Support response operations relative to access controls.

- Provide guidance for re-routing traffic in and around the affected area.
- Monitor and detain, if necessary, outbound and inbound transporters of suspect food or agriculture products at state border weigh or inspection facilities.
- Move soil, plant materials, and contaminated food or debris.
- Identify potential sources of outside assistance, e.g., contractors, equipment sources, etc.

### Legal Support

#### *Content Suggestions*

The state will need to work with in-house counsel or the Office of the Attorney General to assist with any legal matters or considerations in the planning and response to a food emergency. Legal matters may include liability, insurance, contracting, definitions of authority, etc.

### Education and Outreach

#### *Content Suggestions*

Multiple groups may assist with development of educational and outreach materials for public dissemination in a food emergency. This information may include public health notifications, information for producers or retail establishments, or information to educate the public regarding food safety. Entities that may provide assistance in drafting educational material include state agencies, food producer and processing associations, retail trade groups, agriculture extension offices, FDA, FSIS, healthcare providers, and universities.

### **Communication and Coordination**

Communication and coordination involves establishing lines of communication, internally with lead and supporting agencies, externally with other neighboring jurisdictions, and concurrently with the private sector. Communication and coordination also involves dissemination of information to advise the public of the incident.

#### *Content suggestions*

Effective communication between all affected parties during a food emergency is critical. Most states have existing communication networks (e.g., health alert network) that could be used in a food emergency. Policies regarding the use of these networks as it applies to a food emergency should be detailed in the FERP. To be most effective, communication strategies and plans must be established in advance of any incident and should include every group associated with the response (local, state, and federal). In addition, the communication plans should address the dissemination of information to the affected population. States should include diagrams representing the response organizational chart as well as charts outlining the lines of communication.



The procedures and authority for communication between states to request and offer interstate assistance should be addressed prior to an emergency. Often the authority is tied to agency directors or the governor's office. The process of requesting federal assistance specific to food and agriculture emergencies should be addressed and be consistent with state all-hazard plans.

Circumstances for interstate communication include, but are not limited to:

- Contaminated food shipped to or through another state.
- Food produced in a state is processed in another state.
- Agriculture commodities involved in a food emergency, which may significantly impact the economy of other states. (This may be accomplished through associations such as NASDA.)

### Public Information

#### *Content Suggestions*

Agencies or groups active in providing public information in the event of a food emergency will prepare media materials and conduct media briefings in accordance with ICS principles. These activities could be in support of local EOCs or on a larger statewide scale if dictated by the scope of the incident. Each agency or group should prepare a separate communication plan to guide information content and delivery in the event of an emergency. All plans should be consistent with ICS and JIC policy.

#### *Sample tasks*

- Activate the JIS, ensuring that local health departments and partners are updated.
- Prepare and update basic fact sheets, key messages, and other informational materials for distribution to partners, stakeholders, and the public through appropriate established channels.
- Prepare and publish information that is accessible to the public via the Internet, in coordination with the department of agriculture, PIOs, local health departments and other participating groups.
- Coordinate with federal, state, and local PIOs regarding information release protocols.
- Prepare and send out media releases in coordination with the lead agency, department of agriculture, DHS Communications, the governor's office, emergency management, epidemiologists, local health departments, and other participating groups.
- Prepare a media release in anticipation of laboratory confirmation of a presumptive positive. Include instructions for the public regarding treatment and access to additional information such as agency web sites and phone numbers for public health resources.
- Prepare for media briefings.

*Sample Text - coordination*

When incidents require support from other states, an interstate liaison should facilitate incident management and policy coordination. This liaison should be identified from within the lead agency and closely coordinate efforts with Incident Command. The principal functions and responsibilities of the lead agency liaison should include:

- Ensuring that each agency involved in incident management activities provides appropriate situational awareness and ongoing status of available resources.
- Establishing priorities between states.
- Acquiring and allocating resources required by incident management personnel in concert with the incident command (IC) or unified command (UC) involved.
- Anticipating and identifying future resource requirements.
- Coordinating and resolving policy issues arising from the incident.
- Providing strategic coordination, as required.

*Sample Text - logistical support*

Any food emergency response requiring plan activation is likely to exceed the resource capacity of local responders. In this event, the lead agency will rely on the Emergency Management Division (or the group or agency identified under your state ICS) to assist with allocation, delivering, and monitoring of resources. In addition, Emergency Management will assist the lead agency by providing a comprehensive and functional communication network between all general and command staff groups. These activities will be managed under a unified or area command.

*Sample tasks*

- Coordinate with federal, state, and local law enforcement.
- Provide logistical support to the lead agency.
- Coordinate resources.
- Coordinate EOCs.

**Assessment, Control, and Containment**

Assessment, control, and containment include the control, containment, decontamination, and disposal of infected, contaminated or adulterated products, animals, and property to ensure effective recovery. An assessment of the environmental contamination and extent of cleanup, decontamination, and disposal of livestock carcasses, plants, or food products also may be involved.

Assessment, control, and containment actions include the determination of modes, efficiency, and degree of agent transmission as well as a determination of further risk of transmission. It is critical to determine the public health implications and economic

consequences through continued surveillance, which is key to ensuring that the incident is adequately contained in a timely manner.

*Sample Text - food-incident response teams*

As the scope of a food emergency expands, it may become necessary to form and activate food emergency response teams. (Teams should be identified by the proper term in your state.) Under ICS, response team roles and responsibilities fall under Planning and Operations. These teams should be charged with tasks appropriate to response needs such as surveillance, sampling, product recalls, trace-backs, disposal of contaminated materials, decontamination and disinfection, evidence gathering, quarantine or embargo, security, public education, sample analysis, or any other operational aspect of mitigating a food emergency. The expertise and agencies represented on a team will be a direct function of the assigned response-specific tasks. Generally, a team should include experts in the following aspects of the emergency: technical or science, policy, media relations, communications staff, etc. Specific examples of appropriate personnel might include, but are not limited to, epidemiologists, veterinarians, law enforcement personnel, food inspectors, samplers, representatives of the lead agency, etc.

*Sample Text - food safety and inspection*

Food safety is generally monitored by field inspectors and staff trained or licensed to inspect specific facets of the post-harvest food distribution system to assure consumers that the food supply is safe. These inspectors various aspects of the food system such as shellfish, water quality, retail food establishments, restaurants, processing facilities, and various aspects of the dairy industry. These inspectors are placed throughout the state and are trained to respond to and investigate a multitude of food safety incidents.

*Sample Tasks*

- Inspect state-licensed and other facilities associated with suspected or confirmed foodborne illness outbreaks.
- Assist with the recall of products.
- Trace forward and back products with suspected ingredients.
- Take field actions to mitigate the incident (embargo, condemn, quarantine, etc.).
- Coordinate with animal or plant production and other food safety agencies or groups if the investigation requires access to or examination of raw food products.
- Collect and submit food samples for laboratory evaluation for ongoing surveillance activities to support regulatory actions following proper chain of custody requirements.

*Sample Text - foodborne disease surveillance and outbreak investigations*

Routine public health surveillance continuously monitors incidences of human illness from various forms of disease, including foodborne illness. The local and state health departments are generally responsible for this activity and rely on local health providers and hospitals for much of the surveillance reporting data.

Hospitals, private healthcare providers, and poison control centers contribute to the public health surveillance system by reporting cases of foodborne illness to the state or local health department. Public health laboratories perform some primary and confirmatory testing and support epidemiology through characterization and typing of bacterial and viral isolates.

#### *Sample Tasks*

- Monitor surveillance for foodborne illnesses and foodborne disease outbreaks.
- Provide laboratory analysis, strain typing, and characterization.
- Manage the investigation of food-borne illness and outbreaks.
- Coordinate foodborne illness investigations with appropriate food safety officials at the local, state, or federal level.
- Report cases or outbreaks of foodborne illness to the state, CDC, FDA, and FSIS, and request assistance, if needed.
- Provide health and food safety information and guidance to the public.

#### *Sample Text - disease investigations and product contamination investigations*

If public health identifies an incident or a disease outbreak that is associated with food, an investigation will be implemented to determine the extent of the outbreak (e.g., severity and number of cases), the suspected food source, and the scope of the situation. State and local health officials and food safety regulators will work together to coordinate the human health and food product investigations. State and local health departments, state epidemiologists, and state departments of agriculture may all have responsibilities relative to implementing these investigations.

#### *Sample Text - laboratory services*

The roles and responsibilities of the laboratories used during a food emergency must address the need for clinical, food, and environmental sample analysis. States should identify the laboratories capable of testing for specific agents (chemical, physical, biological or radiological) in both human and animal populations. Laboratories should maintain chain of custody protocols when analyzing samples.

#### *Sample Tasks*

- Provide analytical testing of food, environmental, animal, and human clinical samples for pathogens, toxins, and chemicals (e.g., *Salmonella*, *Listeria*, *E. coli* O157:H7, *Vibrio parahaemolyticus*, organophosphates, heavy metals, ricin, *Clostridium botulinum* toxin, etc.).
- Maintain capability for conducting analysis using rapid, precise, and accurate methods.
- Conduct analytical testing related to product trace-backs.
- Test samples for evidence of contamination by zoonotic or epizootic organisms.

- Perform complex food analyses with high precision and accuracy at an elevated throughput rate for extended periods of time.
- Coordinate information and data sharing with food, animal, and human health laboratory networks, such as the FERN, NAHRS, LRN, and ICLN.
- Provide timely reports of laboratory results.
- Maintain chain-of-custody.
- Provide sample collection tools, equipment, and guidance to field investigators.

*Sample Text - animal and plant production*

Departments of agriculture (and/or livestock boards and/or boards of animal health) will provide plant and animal health liaisons to the SEOC in the event of a food emergency. These individuals will monitor the response and provide support as necessary. If the food response expands to include animal or plant production, the associated animal or plant portion of the SEOP will be activated. These liaisons may remain in the SEOC for the duration of food response and provide communication and coordination between food response and plant or animal response entities.

*Sample tasks*

- Control and eradicate animal diseases that impact human health through the food supply.
- Cooperate and provide communication with other agencies and organizations; federal, state, and local public health; veterinarians; producers; and animal owners within the state in accordance with ICS principles.
- Exclude, detect, and control or eradicate serious insect pests and plant diseases.
- Work with EPA to approve the use of pesticides to mitigate pathogens and other pests that threaten the food supply, including those requiring emergency exemption.
- Regulate the sale and use of pesticides that could impact the food supply and human health.
- Investigate incidents of pesticide misuse relative to a pesticide-based food contamination incident.
- Provide laboratory analysis.
- Embargo pre-harvest food ingredients to protect the food supply.
- Mobilize expertise in support of the timely and accurate investigation of pesticide, heavy metal, and other contamination incidents involving pre-harvest food that may impact post-harvest food production.

*Sample Text - environmental protection*

During the response to a food emergency, it will be necessary to maintain protection of the environment. Issues such as the disposal of contaminated product, decontamination and disinfection, disposal of contaminated feed, water supply and quality, sampling, and other issues related to maintaining environmental quality will be the responsibilities of the agencies or groups assigned to these tasks.

### *Sample tasks*

- Approve the use of pesticides to mitigate select agent pathogens on crops or in livestock and food facilities.
- Provide scientific expertise.
- Conduct environmental sampling and laboratory analysis.
- Provide decontamination support.
- Facilitate disposal of contaminated materials.
- Manage environmental permitting.

### **Recovery**

Prior to the activation of the FERP, a state should make general plans to address incident recovery. These plans may simply identify the agencies supporting recovery and the federal mechanisms to support and fund recovery efforts. Once the SEOC has been activated, the team responsible for incident recovery should begin incident-specific planning. Recovery plans should include all activities from personnel and equipment demobilization efforts to social and economic recovery of an impacted area.

### *Content Suggestions*

Some common recovery topics and general elements of a recovery plan are listed below:

- Public information policy and procedures
- Media relations planning
- Financial assistance
- Prepared statements for state department officials
- Prepared statements for the governor
- Alternate transportation plans
- Environmentally sound disposal of contaminated materials
- Ongoing communication with impacted private sector entities

Specific topics that should be addressed in the Recovery section include:

- Determine what ongoing surveillance is needed, the timeline for continuing this surveillance, and how this surveillance will decrease as recovery proceeds.
- Define the conditions under which recovery would be deemed complete.
- Identify all areas of the response that require recovery activities and support.
- Provide access control to the affected zone areas if necessary. The affected zone is the area directly impacted and involved in the food emergency.
- Provide food and potable water to the affected zone.
- Remove controls on food, water, crops, and livestock when possible.
- Remove access control to affected zones when possible.
- Involve community and social service agencies.
- Maintain continuity of government.
- Restore essential food production and retail services.
- Track costs for reimbursement.

- Respond to the media and communicate with the public to address concerns and/or rumors.
- Host official visitors and delegations.
- Accommodate responders dislocated from their normal duties by the requirements of the event.
- Conduct hazard evaluations to ensure safety of response teams and the public.
- Resolve long-term issues related to pre- and post-harvest food production impacted by the food emergency.
- Support timely business recovery.
- Foster long-term economic recovery.
- Identify gaps and initiate modifications of response plans.

## VII. PRINCIPAL PARTIES

### *Principal Parties Content Suggestions*

The “Principal Parties” list should represent the federal, state, and local entities, as well as academic institutions and the private sector that could be involved in food emergency response efforts.

#### State

##### *Content Suggestions*

The state list should include agencies or departments that are typically involved in state-level food emergency response efforts. The list below is not all-inclusive; rather, it is provided as a general guide. States identifying Principal Parties should use names consistent with their organizational structures. The actual state agency name should be included in each state-specific food emergency plan.

- Executive
- Agriculture
- Public Affairs
- Military
- Commodity Inspection
  - Plants
  - Pesticides
  - Animal Health
  - Food Safety
  - Food safety, animal health, and pesticide laboratory services
- Environmental Quality
  - Laboratory
  - Solid waste
- Natural Resources
- Homeland Security
  - Emergency Management

- State Police or Patrol
- Human Services, Health or equivalent
  - Acute and Communicable Disease Program
  - Public Health Laboratory (PHL)
  - Public Health Preparedness Program (PHPP)
  - Environmental Health Services
- Cooperative Extension Service
- Transportation
- Administrative Services
- Corrections
- Education

### Federal

- Federal Bureau of Investigation (FBI)
- Department of Homeland Security (DHS)
  - Federal Emergency Management Agency (FEMA)
- Department of Health and Human Services (DHHS)
  - Food and Drug Administration (FDA)
  - Centers for Disease Control and Prevention (CDC)
- US Department of Agriculture (USDA)
  - Food Safety Inspection Service (FSIS)
  - Animal and Plant Health Inspection Service (APHIS)
- Environmental Protection Agency (EPA)
  - Office of Solid Waste and Emergency Response
  - Office of Pesticide Programs
  - Office of Water

### Tribal

- Elected officials
- Public health
- Law enforcement
- Emergency medical services
- Fire department
- Emergency managers
- School districts
- Hospitals

### Local

- Local elected officials
- Public Health
  - Inspectors
  - Epidemiologists
- Law enforcement
- Emergency medical services



- Fire department
- Local Extension educators
- Emergency managers
- School districts
- Hospitals

### Private Sector

#### *Content Suggestions*

Inclusion of private sector entities is important to ensure an adequate response to a food-related incident. Some common private sector entities include the groups listed below. This list is not a complete list. Each state should consider its private sector and the specific circumstances of each incident when constructing an event-specific list.

#### *Sample Text*

##### *Trade Associations\**

- Regional food processors associations
- State livestock and poultry associations
- State dairy associations
- Restaurant associations
- Other growers associations (e.g., fruits, vegetables, corn, soybean, grain, etc.)

\*Most trade associations have both state and national chapters.

##### *Private firms or groups*

- Slaughterhouses
- Warehouses
- Transporters
- Meat processing
- Food processors
- Dairy processors
- Major grocery chains
- Major restaurant chains
- Contractors (e.g., earth moving, security, etc.)
- Producers (e.g., livestock, dairy, poultry, egg, crops, etc.)
- Private food-testing laboratories
- Hospitals
- Academic institutions
  - Extension service
  - Food science
  - Public and environmental health
  - Laboratories

### *Veterinarians*

- The state licensing board or department of agriculture has a complete list of accredited veterinarians
- Corps of trained volunteer veterinarians

## **VIII. ACTIONS**

This section is designed to tie the key actions from the Concept of Operations to the responsible entities involved in a response. This section may be a simple table listing the response actions and their corresponding responsible partners or a flow chart detailing response activities. This section is strictly voluntary and not part of CPG 101 standards.

## **IX. ORGANIZATIONS AND ASSIGNMENT OF RESPONSIBILITIES**

### Governor

#### *Sample Text*

The governor's responsibilities may include the following:

- Declare state emergencies that can result in plan implementation. (In some states, a governor's declaration is not required to declare a public health emergency.)
- In certain conditions or circumstances, amend or rescind orders and regulations to allow an adequate response.
- Lead communication efforts to help the public, businesses, and other organizations cope with the incident and ensuing response.
- Encourage state agencies to participate in mutual aid or EMACs with surrounding states, territories, or tribal entities to enhance resource sharing.
- Commander-In-Chief of the National Guard in a state-level emergency.
- Requests federal assistance when state resources are overwhelmed.

### Lead Agency (Agriculture and/or Health)

#### *Content Suggestions*

The lead agency for a food emergency is the state agency identified as having the overall authority and responsibility for coordinating and implementing a response to a food emergency. The lead agency will call for activation of the FERP and set up an area command (if necessary) to manage the response. The lead agency will set overall incident-related priorities; allocate resources; ensure proper incident management; monitor incident response to be sure response objectives are met and do not conflict with other agencies, states or federal agencies supporting the effort; identify critical resource needs and report them to individual EOCs or multi-agency coordinating entities; and

ensure that short-term recovery efforts transition to full recovery operations. In addition, the lead agency will coordinate response activities that involve multiple states and federal agencies.

Examples of state agencies typically assigned the lead in a food emergency include the department of agriculture, department of health, and department of human services.

*Sample Text*

- Coordinate response activities with federal, state, and local authorities;
- Define restrictions on interstate commerce;
- Obtain additional resources, as necessary;
- Implement an embargo on contaminated products;
- Request voluntary product recalls;
- Consult with federal, state, and local authorities food safety threat warnings;
- Define the affected area and control zone;
- Direct and/or assist with disease prevention and food safety activities, including quarantine, embargo, product recall, evaluation, slaughter, disposal, cleaning and disinfecting, epidemiology, trace-back, trace-forward, vector control, and transportation permitting arrangements;
- Define training requirements for employees of support agencies involved in food emergency response operations;
- Prepare information for dissemination to the public, producers, processors and other concerned groups; and,
- Issue press releases, as appropriate.

State Agencies or Departments Supporting the Lead Agency

This section should provide a listing of the support agencies involved in a food emergency response.

*Sample Text*

*State Department of Health*

*(The state department of health will be the lead agency if the food incident involves a threat to public health.)*

- Provides ongoing monitoring of response efforts and assesses the potential threat to human health.
- Operates the public health laboratory which may analyze samples from potentially impacted food products.
- Provides public safety-related information to the state department of agriculture PIO of the JIC.

### *State Police*

State Police have the following supporting roles and responsibilities in the event of a food emergency response:

- Maintain law and order.
- Provide traffic control if necessary, and support movement controls (quarantine, stop movement, and embargo.)
- Control and limit access to the scene of the incident.
- Supplement communications.
- Conduct evidence collection.

### *Department of Natural Resources or Environmental Quality*

Environmental agencies will coordinate with representatives of the state department of agriculture, USDA, and the state department of health in determining the disposition of infected, contaminated, or adulterated foods or food ingredients. In addition, the agency will assist with determining effective cleaning and disinfection protocols and assess environmental impact.

### Tribal Governments

#### *Content Suggestions*

The Tribal Chief Executive Officer is responsible for the safety and welfare of the members of the tribe. As such, this representative should be authorized to work with the state in the emergency planning process to define the critical roles and responsibilities of the tribe. Also, many tribal entities have emergency management agencies that respond should an event threaten tribe members or tribal lands. The Tribal Chief Executive Officer or tribal emergency management entity will be responsible for:

- Declaring tribal emergencies that can result in the implementation of a tribal response plan or a mutual aid agreement.
- Coordinating tribal resources relative to all potential types of response or incidents to prepare for, respond to, and recover from incidents in an all-hazards context.
- Suspending tribal laws and ordinances to assist with a response.
- Providing leadership and communicating with the tribal nation, businesses, and other entities to assist with the incident response and recovery.
- Negotiating mutual aid agreements to enhance resource sharing.
- Requesting federal assistance through the state governor or directly from the federal government when tribal resources have been overwhelmed.

## Local Governments

### *Content Suggestions*

#### *Emergency Management*

The local emergency management agency will be responsible for developing and maintaining a LEOP. The LEOP will outline the local response, support, and responsibilities in the event of an emergency. The local emergency management agency also will be responsible for ensuring that the LEOP is consistent with the FERP. In the case of a food emergency, local emergency management could assist local public health officials with the initial response efforts such as surveillance, resource allocation, or other activities associated with a food emergency. When possible, the LEOP should mirror the FERP for the definition of unified command based on the type of food emergency. See section titled “Incident Management/Chain of Command.”

#### *Emergency Responders*

Local emergency responders play an invaluable role in food emergency response. Local health departments tend to identify the initial signs of a food emergency, increasing a state’s reliance on local emergency plans. Local health responders provide the first notification to the state for possible activation of the FERP, especially if sufficient resources are not available. Given that initial response times may ultimately determine the final extent of a food emergency, states must ensure that all local governments have adequately prepared food defense plans.

#### *Local Health Departments*

Local health departments are the first to respond in most food emergencies. They conduct public health and food safety surveillance and are generally notified by local healthcare providers if unusual or reportable symptoms or diseases are identified. Local health departments contact the state health departments, which activates the FERP and notifies the CDC, DHHS including the FDA, and the USDA. Local health departments will support the response efforts by providing public health, healthcare, environmental health and other professionals needed during a response. Many local health departments may also have the authority to issue quarantine orders for people. Planners should consult state statutes prior to identifying local public health responsibilities as these authorities vary greatly by state.

#### *Local Hospitals*

Local hospitals will coordinate with state and local health departments or related agencies. They will provide treatment to affected citizens and perform invaluable food incident surveillance activities. At the initial point of detection, local hospitals or private physicians provide reporting that could result in the initial identification of a food incident. Local hospitals may provide the initial laboratory testing or submit the patient specimens to public health laboratories for testing.

### *Local Law Enforcement*

Local law enforcement entities will collect the initial evidence should the emergency require criminal investigation. This would occur if the introduction of an infectious agent or contamination were deemed intentional or an act of terrorism. Local law enforcement will work closely with state law enforcement in this role. It is likely that the local law enforcement effort would be quickly augmented with state and federal law enforcement officials.

### *Local Elected Officials*

Depending on the nature of the food emergency and the scope of local involvement, it may be necessary for local government to take actions or make declarations releasing local resources to support a response to a food incident. The nature of local authority is highly variable between states and should be researched prior to planning.

### *Voluntary Organizations Active in Disasters and Other Volunteer Response Teams*

VOADs are often organized at a state level. These groups have the personnel and resources to provide food and shelter to responders and those who live or work within quarantine, embargo, or other restricted zones. Some of these groups may provide counseling and other mental health support to responders or impacted citizens. In many emergencies, VOADs arrange and maintain contact between impacted citizens and their families outside the emergency area.

### Private Sector

#### *Sample Text*

The private sector should provide the following support:

- Representatives of the major food industries should be represented in the SEOC during active response actions.
- Mechanisms to identify and track certain illnesses in employees that may indicate product or plant contamination.
- Procedures for handling and recording consumer complaints so that any illnesses possibly associated with a food or agricultural product can be rapidly assessed and evaluated.
- Protocols for contacting local authorities (law enforcement, regulatory or public health, depending on the situation) in the event of a biosecurity threat. The protocols should include key contact information (e.g., name, telephone number, fax number, e-mail address, 24-hour availability information) for each pertinent agency, which should be updated on a regular basis.
- Security patrols and video surveillance, if deemed necessary, to detect suspicious behavior or unusual events.

- Mechanisms for tracking hazardous chemicals or laboratory reagents and positive controls, and protocols to investigate missing items or other irregularities.
- Protocols for inspecting and tracking incoming ingredients, packaging, labels and product returns to detect tampering or counterfeiting.
- Protocols for tracking finished products to facilitate a trace-back or product recall;
- Random inspections of storage facilities, vehicles, and vessels to detect potential security breaches.
- Protocols for internal reporting and management of potential biosecurity events by type of event.
- Laboratory testing capabilities and surge capacity.

#### *Trade Associations*

- Provide product expertise.
- Representatives of the major food-related trade associations should be represented in the SEOC during active response actions.
- Communication to producers, industry, members of national organizations, and the public.
- Coordinate messages and media contact.
- Facilitate contact between the government and producers.
- Primary contact for growers and producers.
- Maintain contact list for notification.

#### *Private Hospitals or Clinics*

Private hospitals or clinics will coordinate with state and local health departments or related agencies. They will provide treatment and perform invaluable food incident surveillance activities. At the initial point of detection, local hospitals or private physicians provide the reporting that could result in the initial identification of a food incident. Private hospitals may provide the initial laboratory testing or submit the patient specimens to Public Health Laboratories for testing.

#### *Poison Control Center*

- Receives calls from the public and healthcare workers concerning chemical contamination and food poisoning (diarrhea, illnesses, shellfish poisoning, botulism, etc.).
- Provides clinical expertise in the area of medical toxicology including chemical, toxin, or bacterial-related food poisoning.
- Communicates with healthcare providers, departments of health, consumers, and DHHS.
- Capable of rapidly contacting emergency departments, and healthcare officers with information of food supply issues.

## **X. DIRECTION, CONTROL, AND COORDINATION**

This section should describe the framework for all food emergency response efforts related direction, control, and coordination. It should identify the necessary authorities to initiate response and recovery activities relative to a food incident. In order to be NIMS compliant, information in this section should include a description of the conditions under which the lead agency assumes command of an incident. It should also identify the agency responsible for operational and tactical control of response assets. In other words, this section should identify command responsibilities for both the emergency operations and response aspects related to a food emergency incident. In addition, this section should outline the conditions for establishing different incident command structures (i.e., multi-agency coordination systems, area command, etc.). This structure is critical should participating jurisdiction maintain individual DEOCs. Details regarding command structure are not appropriate for this section and should be included in specific standard operating procedures or guidelines.

## **XI. INFORMATION COLLECTION AND RESOURCES**

This section identifies the type of information needed, from where it is expected to come, who uses the information, how the information is shared, the format for providing the information, and specific times the information is needed.

The state should develop this section in close coordination with local representatives and communicate expectations for information gathering and sharing to local jurisdictions. It may be helpful to present the information in this section in table format. This section may be expanded and organized as an annex or as a stand-alone department communications plan.

## **XII. COMMUNICATIONS**

This section describes communication protocols between response organizations and coordination procedures used during emergencies and disasters. It does not describe communications hardware or specific procedures found in departmental standard operating procedures or guidelines.

## **XIII. ADMINISTRATION**

### *Content Suggestions*

Funding will be required for:

- Destruction of private property
- Product recalls
- Destruction of food products



- Staff salaries
- Employee disability and liability insurance (for personnel enlisted for the response)
- Contractor support
- Surveillance
- Laboratory services
- Data sharing
- Training
- Equipment
- Communication equipment, including telephones, Internet access, etc.
- Copies
- Office supplies, other expendables, and travel

In addition, funding may be required to develop advertisements and purchase local and national airtime to demonstrate to the public that the state's impacted products are safe following the incident.

The federal government and some states provide compensation or indemnification of food and livestock to producers in the event that animals or product must be destroyed. Specific elements of this compensation should be considered.

#### **XIV. PLAN DEVELOPMENT AND MAINTENANCE**

##### *Content Suggestions*

This plan should be reviewed and updated annually. Additionally, contact lists should be updated whenever changes in key personnel occur. Responsibility for plan updates and maintenance should be placed with an individual of appropriate authority, within the lead agency.

##### *Training and Exercises*

##### *Content Suggestions*

All agencies and organizations included in this plan should provide annual training to staff assigned to implementing the plan. In addition, if a food emergency response team is included as part of the food response plan, that team should receive training as a team at least annually. Ideally, this training will consist of tabletop or functional exercises of the FERP.

The Food Emergency Response Plan should be exercised on an annual basis. Retraining of response team members and agency and organization staff should be based on lessons learned while exercising the plan.

New employees should receive training to ensure they are able to perform their respective duties in the event of a food emergency. New employee contact information should be updated and delivered to all departments engaged in food emergency response efforts.

## **XV. AUTHORITIES AND REFERENCES**

Include or reference any state specific appropriate, relevant, or applicable regulations.



Federal Emergency Contact Numbers

USDA Emergency Operations Center  
1-877-677-2369

FSIS Office of Food Defense and Emergency Response  
1-800-333-1284 (24 hr)

FDA Office of Crisis Management / Office of Emergency Operations  
1-301-443-1240 (24 hr)

**ROLES AND RESPONSIBILITIES MATRICES**

This subsection contains examples of responsibilities matrices that should be contained within FERP Appendices. These matrices summarize the general responsibilities of critical entities participating in a large-scale food emergency. Governmental, private sector, academic, and volunteer agencies or groups that are essential to plan implementation should be specifically identified. The Responsibility Matrix provides a simplified overview of the lead and supporting responsibilities assigned to each responding agency. In the attached examples, the agencies or departments are listed along the top row and marks are placed below each agency or group in the cell(s) corresponding to each responsibility. The agency that has the lead or primary responsibility for a task should be identified by placing the letter “L” in the corresponding cell. For all other entities in supporting roles, an “S” should be placed in the corresponding cell.

These matrices should be reviewed and updated in accordance with plan requirements.

**STATE RESPONSIBILITIES MATRIX - FOOD EMERGENCY**

Responsibility	Governor	Emergency Management	Agriculture	Public Health	Public Safety	Law Enforcement	Natural Resources	Transportation
Food Safety and Surveillance								
Public Health and Food-Borne Illness, Contamination and Disease Surveillance								
Illness or Disease Outbreak Investigations								
Product Contamination Investigations								
Laboratory Services								
Public Information								
Animal and Plant Production								
Environmental Protection								
Logistical Support, Communication and Coordination								
Evidence Gathering, Security and Policing								
Transportation								
Legal Support								
Education and Outreach								
Training								
Private Sector Coordination								
Academic Institution Coordination								

**FEDERAL AND LOCAL GOVERNMENT AND PRIVATE ENTITY RESPONSIBILITIES MATRIX - FOOD EMERGENCY**

	DHS	USDA	FSIS	EPA	FDA	CDC	DOT							
<b>Responsibility</b>														
Food Safety and Surveillance														
Public Health and Food-Borne Illness, Contamination and Disease Surveillance														
Illness or Disease Outbreak Investigations														
Product Contamination Investigations														
Laboratory Services														
Public Information														
Animal and Plant Production														
Environmental Protection														
Logistical Support, Communication and Coordination														
Evidence Gathering, Security and Policing														
Transportation														
Legal Support														
Education and Outreach														