

FADES

Foreign Animal Disease Emergency Support Plan

- Federal / Provincial Agreement in BC -

2012 BC FADES Plan

Canadian Food Inspection Agency
Public Safety Canada
BC Ministry of Agriculture
BC Ministry of Justice
BC Ministry of Health
BC Ministry of Environment

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The BC FADES Plan, Checklists, and Annexes for 2012 are available at

http://www.iafbc.ca/funding_available/programs/livestock/fades.htm

Approvals

Foreign Animal Disease Emergency Support Plan

The purpose of the Foreign Animal Disease Emergency Support Plan is to provide an agreement whereby federal and provincial agencies accept responsibilities for collaborative response to a foreign animal disease event in British Columbia.

Effective response to a highly contagious foreign animal disease outbreak requires coordination of not only the critical disease control response, but of the many expected activities needed to support those specialized functions.

We, the undersigned, adopt this Plan as a framework for an active and cooperative response organization that may be required to ensure the coordinated, efficient, and effective prevention and/or eradication of an outbreak in British Columbia.

The policies and procedures detailed in this Plan are approved for use in the circumstances specified therein.

Approved by the undersigned this date, _____ of _____, 2012

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Foreword

In developing the *Foreign Animal Disease Emergency Support (FADES) Plan*, the governments of Canada and British Columbia agree to accept specific responsibilities in addressing a foreign animal disease event in British Columbia. The six signatory agencies – Canadian Food Inspection Agency, Public Safety Canada, BC Ministry of Agriculture, Emergency Management BC, BC Ministry of Health, and the BC Ministry of Environment – agree to a collaborative organization for controlling foreign animal diseases and managing the consequences of such events.

In addition to providing a clear basis for accord among multiple federal and provincial interests, the signing agencies acknowledge that the role of the FADES Plan should reflect more than an agreement. This document is designed to serve a number of purposes, including the following:

- **Inform Others** – A concise, written plan should explain in clear language how the principal organizations intend to work together in response to foreign animal disease outbreaks. It should allow members of the local animal industry, local government authorities and First Nations, among others, to see where they fit in the collaborative efforts needed for success.
- **Support Training** – The FADES Plan should be applied in training those responsible for emergency response among all relevant agencies and support organizations.
- **Guide Emergency Response** – During response to an outbreak, the Plan should summarize key policies to promote coordination, guide responders in appropriate action, and lead them to other relevant documents.
- **Record Lessons Learned** – The Plan should contain enough detail to allow important lessons from exercises and actual disease events to be captured in concise, tangible guidance for application in future outbreaks.

Although prepared on behalf of the six coordinating agencies, the signatories encourage all stakeholders to consider and adopt relevant elements of this Plan in responding to a foreign animal disease outbreak in British Columbia. Participants in this Plan agree to share human resources in foreign animal disease response. Personnel from local authorities and the animal industry may be utilized in any function, based on personal qualifications and need.

This Plan supersedes all other plans.

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Acronyms

AAFC	Agriculture and Agri-Food Canada
AAND	Aboriginal Affairs and Northern Development Canada
AEOC	Area Emergency Operations Centre (CFIA)
AGRI	Ministry of Agriculture (BC)
BCCDC	British Columbia Centre for Disease Control
BCERMS	British Columbia Emergency Response Management System
BCSPCA	British Columbia Society for the Prevention of Cruelty to Animals
CCG	Central Coordination Group
CFIA	Canadian Food Inspection Agency
DC	District Command
ECC	Emergency Coordination Centre (BC)
EMBC	Emergency Management British Columbia
EMIS	Emergency Management Information System
EOC	Emergency Operations Centre
FAD	Foreign Animal Disease
FADES	Foreign Animal Disease Emergency Support
FLNR	Ministry of Forests, Lands and Natural Resource Operations (BC)
FNESS	First Nations' Emergency Services Society
GCPE	Government Communications and Public Engagement (BC)
GIS	Geographical Information System
HC-FAD	Highly Contagious Foreign Animal Disease
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JEOC	Joint Emergency Operations Centre
JIC	Joint Information Centre
M-DEC	Ministers-Deputies Emergency Committee (BC)
MOE	Ministry of Environment (BC)
MOH	Ministry of Health (BC)
MOTI	Ministry of Transportation and Infrastructure (BC)
NEOC	National Emergency Operations Centre (CFIA)
OIE	Office International des Epizooties
PHAC	Public Health Agency of Canada
PREOC	Provincial Regional Emergency Operations Centre (BC)
PS	Public Safety Canada
PWGSC	Public Works and Government Services Canada
SC	Site Coordinator

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1. Overview

1.1 Introduction

Foreign animal diseases fall into the federal arena of legislated authority and responsibility. The Canadian government considers such diseases as threats to national security and, through the Canadian Food Inspection Agency (CFIA), leads response efforts to control the disease with appropriate urgency.

Use of Multiple Resources

In a major outbreak, however, no single federal agency can or should manage the risks from foreign animal disease in isolation. There is much at stake for provincial, regional, local, and individual interests. In addition, any response effort is more cost-effective when it can take advantage of the significant provincial resources, local knowledge, and industry expertise available in BC.

Intent to Collaborate

It is therefore the intent of the federal government to establish a response plan that encourages all levels of government to join forces, involves private citizens and members of the local livestock industry in controlling and eradicating the disease, and anticipates the need for economic recovery.

Arrange for Assistance

The purpose of this *Foreign Animal Disease Emergency Support Plan* is to identify the arrangements whereby stakeholders at all levels are able to collaborate in achieving individual and collective objectives in managing a foreign animal disease outbreak in British Columbia.

1.2 Authorities

Several primary federal and provincial pieces of legislation apply to emergencies involving foreign animal disease outbreaks in British Columbia, including those listed below:

Federal

- *Health of Animals Act*
- *Emergencies Act*
- *Emergency Management Act*
- *Canada Labour Code*

Provincial

- *Emergency Program Act and Regulations*
- *Environmental Management Act and Regulations*
- *Public Health Act*

Federal Legislation

The primary federal instrument empowering the Canadian Food Inspection Agency during foreign animal disease outbreaks is the *Health of Animals Act*. This legislation, adopted in 1990, addresses the need to prevent the introduction of foreign animal diseases into Canada and to prevent the spread of diseases that could affect human health or have a significant economic effect. Under this Act, the CFIA has produced plans for eradicating foreign animal diseases. Responsibility for implementing these plans in British Columbia rests with the Executive Director, Western Area for CFIA.

Provincial Legislation

The federal *Emergency Management Act* authorizes Public Safety Canada (PS) to coordinate among federal government institutions a “whole of government” response in cooperation with the province and other entities. Public Safety Canada is the federal government's primary agent for ensuring national emergency preparedness and for coordinating the provision of federal assistance in response to an emergency in support of CFIA and/or the province.

At the provincial level, the BC Ministry of Agriculture provides support to the federal government in response to foreign animal diseases. The Ministry has prepared emergency response plans to support a wide range of hazardous events for implementation by the Minister of Agriculture, when required.

Under the *BC Emergency Program Act*, Emergency Management BC, through the Provincial Emergency Program, bears responsibility for implementing provincial emergency plans, including the coordination of provincial resources.

The Ministry of Health is authorized under the *Public Health Act* to control communicable diseases to protect the public from health hazards.

Under the *BC Environmental Management Act*, the Minister of the Environment is authorized to manage and control disposal of such wastes as animal carcasses and related material. The Minister is authorized under the Act and the *Hazardous Waste Regulation* to exempt certain wastes from regulation when dealt with according to adopted protocols or methods.

Local Governments, First Nations

In British Columbia, local authorities have primary responsibility for preparing plans and controlling local emergency response under BC's *Emergency Program Act*. As local authorities, each municipality, regional district, and First Nation in the province is expected to activate emergency plans appropriate to the level of risk in their respective communities.

Annex C lists the federal and provincial statutes and regulations of relevance to reportable disease outbreaks among animals in BC.

1.3 Scope of the Plan

British Columbia

The scope of the FADES Plan includes the following elements:

Geographic Area – The geographic area addressed by the FADES Plan includes the entirety of the province of British Columbia, including federal lands and First Nations.

Reportable Diseases

Diseases – Planning addresses all federally-reportable foreign animal diseases listed by the Office International des Epizooties (OIE) as transmissible diseases that have the potential for very serious socio-economic or public health consequences, and are of major importance in the international trade of animals and animal products.

All Stakeholders

All Response Levels

Recovery Included

1.4 Plan Description

Sections of the Plan

The OIE List of Reportable Foreign Animal Diseases includes:

- African Horse Sickness
- African Swine Fever
- Bluetongue
- Classical Swine Fever
- Contagious Bovine Pleuropneumonia
- Foot and Mouth Disease
- Highly Pathogenic Avian Influenza
- Lumpy Skin Disease
- Newcastle Disease
- Peste des Petits Ruminants
- Rift Valley Fever
- Rinderpest
- Sheep Pox and Goat Pox
- Swine Vesicular Disease
- Vesicular Stomatitis

Stakeholders – The Plan anticipates the cooperative efforts of all key stakeholders in response. Whether working directly in the organization structure designated within this Plan, or as an external organization, all stakeholders are encouraged to adopt the principles of collaboration in preparedness, response and recovery.

Response Levels – The BC FADES Plan addresses all events where there is confirmation of an outbreak of a foreign animal disease. Specific policies and procedures address initial response operations at the “site” or “field” level, provide support for multiple sites through a “District Command” level, and anticipate support operations through a Joint Emergency Operations Centre. This Plan interacts with other plans in place to address response support at the regional and national levels. Separate plans for the Ministry of Health and health authorities in BC address response to human health threats.

Recovery – Response support includes planning for community and economic recovery following the event.

The Plan contains eight descriptive sections, as shown in Figure 1.

Section	Contents
1. Overview	General information about the FADES Plan, including authorities and scope of effort
2. Concept of Operations	Information on how the various organizations intend to work together in an emergency
3. Initial Response to FAD Events	An overview of the actions that may lead to activation of the BC FADES Plan, Notification procedures
4. Field Teams – Tactical Response	A summary of activities and tactical operations undertaken by one or more Field Teams
5. District Command – Incident Management	A description of the facility and organizational structure to command site operations through an ICP
6. JEOC – Regional Coordination	Summary of the roles and responsibilities of each of the coordination functions at the JEOC
7. Disease Guides	Summary of the foreign animal diseases and the implications for coordinated response
8. Recovery	Guidelines on the objectives and organization of a recovery effort following a FAD event

Figure 1. Description of the BC FADES Plan

	<p>Users of this Plan will find that guidance on disease response is presented in four levels of detail:</p> <p>The Plan – The main body of the Plan contains a concise explanation of how the many stakeholder agencies intend to work together in an emergency involving a foreign animal disease. It provides overview material and core concepts to allow agency personnel and other reviewers to quickly get a sense of how things work.</p> <p>Checklists – Each function in response to a foreign animal disease at the District Command and JEOC levels has access to a checklist of actions to consider in developing strategies and activities.</p> <p>Annexes – Support materials found attached to the Plan offer specific guidance for use in emergency situations, including forms, procedures, and contact information.</p> <p>Other Documents – A fourth level of detail represents numerous documents currently available for use during response. Example documents include the CFIA <i>Foreign Animal Disease Manual of Procedures (FAD-MOP)</i>, technical specifications for disposal, resources for incineration, and bio-security procedures. While the Plan does not reproduce such guidance, appropriate sections of the Plan lead readers to appropriate references, listed in Annex E.</p>
<p>1.5 Keeping the Plan Current</p> <p><i>Signatories Agree to Train and Test</i></p>	<p>The CFIA Regional Directors in BC hold and maintain the updated master copy of the BC FADES Plan and all annexes.</p> <p>The signatories to this agreement assume responsibility for regularly maintaining the FADES Plan and ensuring readiness for activation.</p> <p>The CFIA Regional Directors may arrange annual reviews of:</p> <ul style="list-style-type: none"> • All agency agreements and memoranda of understanding • District Command and JEOC facilities readiness and capabilities • Information technology systems and criteria • Notification process, including testing contact information <p>The signatory agencies anticipate ongoing training of primary and alternate personnel to prepare for foreign animal disease response, and participating in at least one exercise annually to test and improve the BC FADES Plan and its elements.</p>

2. Concept of Operations

2.1 Guiding Principles

Given the intent of the federal and provincial governments to work together during response to foreign animal diseases, the agencies agree on a number of basic principles, summarized below.

Incident Command System

All federal, provincial, and local agencies apply the principles and concepts of the Incident Command System (ICS) during initial and expanded operations, including:

- Common Terminology
- Operational Periods
- Organization Flexibility
- Personnel Accountability
- Span of Control
- Transfer of Command / Management
- Unity and Chain of Command

BCERMS

BC Emergency Response Management System (BCERMS) – For events that require provincial resources, all agencies agree to adopt elements and protocols of BCERMS, such as preparing situation reports and managing public information.

Functions to be Applied

Functions – For both initial and expanded activities, the agencies adopt the following primary response functions:

- Command / Management
- Operations
- Logistics
- Planning
- Finance / Administration

A Joint Response Organization

Joint Response Organization and Facility – Signatory agencies agree to collaborate during a foreign animal disease outbreak through a combined organization for response operations, located at one or more Incident Command Posts and/or Joint Emergency Operations Centres.

Staff from Multiple Sources

Multi-Source Staffing – Participants in this Plan agree to share human resources in staffing initial and expanded response organizations. Personnel from local authorities or industry may be utilized in any function, based on qualifications and need. For example, local industry representatives may be called to participate in District Command Liaison, Information, Operations, Planning, and Logistics functions.

To Meet Common Objectives

Unified Command – Responders to foreign animal disease emergencies apply Unified Command when needed to allow key agencies who have jurisdictional or functional responsibility to jointly develop a common set of response objectives and strategies. The signatory agencies agree to collaborate in Unified Command in foreign animal disease response organizations, as and when advisable.

Written Action Plans

Management by Objectives – The signatory agencies agree to apply the principle of “management by objectives” in developing and implementing actions for both initial and expanded response. Supervisory personnel in foreign animal disease events prepare written action plans that provide responders with direction for specific activities.

Resource Ordering

Resource Management – Tactical resources assigned to an incident are acquired and managed by the Incident Command team for site activities. All resources intended for expanded response through multiple Incident Command teams are coordinated through the JEOC.

Shared Communications

Integrated Communications – The agencies agree to share communications to enhance the ability to exchange information between response organizations during an expanded response. The Logistics Section at either the District Command or the JEOC develops effective information technology and telecommunications protocols.

2.2 Response Activities and Support

The BC FADES Plan anticipates response activities at five levels, shown in Figure 2 and described below:

Tactical Response – Field Teams and single resources undertake tactical activities in foreign animal disease response at infected and suspect premises. In addition, Field Teams may be active in the declared Control Area to prevent the spread of disease.

Incident Management – An Incident Commander controls all tactical activities within the Control Area. A District Command organization may be activated at an Incident Command Post (ICP) to manage site response activities.

Regional Coordination – A Joint Emergency Operations Centre (JEOC) is activated, if required, to coordinate and support one or more Incident Management teams. JEOC functions may integrate with a District Command organization in situations where only one District Command is activated. The JEOC may turn to the PREOC for support when other resource options are exhausted.

Provincial Coordination – If the JEOC requires strategic direction and policy support at the provincial level, it may request assistance from the FAD Central Coordination Group (CCG). The CCG consists of senior representatives from key federal and provincial agencies.

National Coordination – If the CFIA requires federal support in terms of resources or guidance, it may request assistance through the National Emergency Operations Centre (NEOC) in Ottawa.

Levels of Support During Response

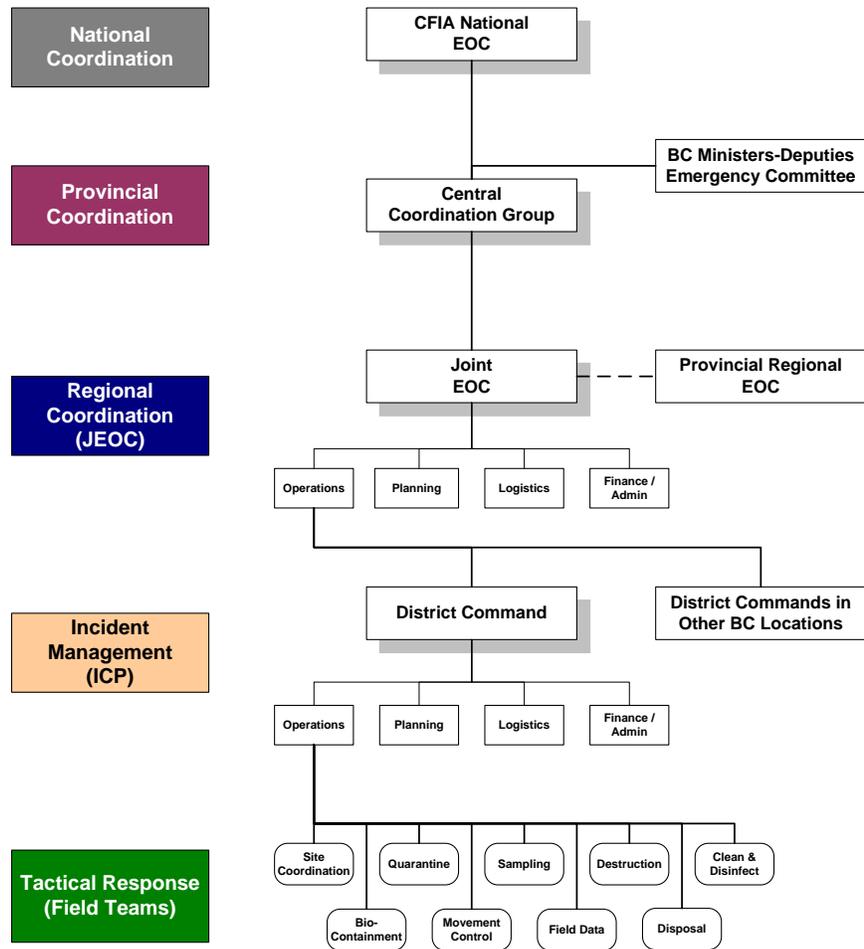


Figure 2. Response Levels in BC FADES Plan

2.3 Response Goals

High Level Goals To Consider In Response Management

FAD Response Goals

The signatories support the following response goals set out in priority under the BC Emergency Response Management System as follows:

1. Provide for the safety and health of all responders
2. Save human lives, protect human health
3. Reduce human suffering
4. Protect government infrastructure
5. Protect property
6. Protect the environment
7. Reduce economic and social losses

In developing strategies to control foreign animal diseases, responders consider the following additional disease-specific goals:

Rapid Response – Foreign animal disease response requires immediate involvement of senior executive management at all levels of government. By the time a highly contagious disease has been

2.4 Action Levels

detected, the disease may be incubating in other herds or flocks. An immediate response is required.

Identification – Prompt laboratory identification ensures that appropriate response follows a suspected outbreak. This is essential, especially in cases where the agent involved may spread quickly.

Containment – Strategic quarantine and movement control of infected and exposed animals and animal products is paramount in halting the spread of disease. In the initial stages, a complete ban of all movement of animals, vehicles, and other contaminated products may be implemented.

Eradication – The destruction and disposal of affected and exposed susceptible animals, and decontamination of all affected areas, may prove critical in controlling the spread of the disease. All selected destruction methods shall fully consider animal welfare.

Even before a foreign animal disease strikes in British Columbia, actions can be taken to enhance preparedness. When an event occurs elsewhere in the world that may affect local animal populations, key stakeholders may heighten their awareness and prepare for response.

A suspected or confirmed FAD outbreak in the province results in one of two action levels.

Action Level 1

Action Level 1 – This level denotes initial actions taken when a foreign animal disease is suspected on a premise, but has not been confirmed. It begins when the CFIA veterinary inspector quarantines an infected place and advises the CFIA Regional Director. In this level:

- a) The CFIA Regional Director informs the Chief Veterinary Officer of the BC Ministry of Agriculture.
- b) The CFIA Incident Commander may ensure appropriate quarantine and biosecurity measures, evaluate suspect animals, and destroy and dispose of infected animals and materials, as needed.
- c) Suspect and infected places and animal transports may be cleaned and disinfected. The CFIA Regional Director may activate a District Command organization at an Incident Command Post at a selected location.
- d) If the risk warrants, the CFIA Regional Director may notify the Western Area Executive Director, and the provincial Chief Veterinary Officer may notify the Ministry of Agriculture and EMBC of the need to convene the Central Coordination Group.
- e) The CFIA may activate the Joint Emergency Operations Centre (JEOC), and the JEOC Director identifies and confirms the location and initial requirements of the facility. The CFIA Western Area Emergency Response Team and representatives of other agencies may deploy to the JEOC facility. The Central

Coordination Group may also notify other members of the CFIA, the Ministry of Agriculture, and the EMBC, who in turn will notify Public Safety Canada, the provincial Ministry of Health, other provincial agencies, and industry representatives, as outlined in Section 6.4.

f) Depending on the nature of the situation, other assisting and cooperating agencies may be notified. Staff from CFIA, Ministry of Agriculture, and other agencies may attend the District Command and/or JEOC to work cooperatively in preparing and planning for response operations if the disease is confirmed.

A rapid onset of events may require immediate progression to Action Level 2. In such cases, the activities identified in Action Level 1 occur concurrently with the declaration that initiates Action Level 2.

Action Level 2

Action Level 2 – This level commences if the disease has been confirmed and the federal Minister of Agriculture and Agri-Food **declares a place is infected**. During this level, a District Command and/or Joint Emergency Operations Centre may be activated to undertake the following actions:

- a)** The CFIA National Emergency Operations Centre defines the boundaries of the Control Area according to the *Health of Animals Act*. There is only one Control Area per province for any one foreign animal disease.
- b)** The District Command and JEOC restricts movement in, out of, and within the Control Area.
- c)** Infected animals may be evaluated, destroyed, and disposed by field teams, as needs dictate.
- d)** Suspect and infected places and animal transports may be cleaned and disinfected.
- e)** The origin of the disease may be traced and potential spread monitored and controlled.
- f)** Information on health related matters, movement control, and animal destruction may be provided to the public, industry, and government agencies.

2.5 Decision-Making

Incident Commander is Authorized

The Incident Commander has full authority to control response actions, personnel, and site access. The Incident Commander has decision-making authority for all tactical operations.

The Incident Commander assesses, evaluates, and makes decisions in consultation with the District Command management staff and cooperating agencies. Under Unified Command, joint decisions are implemented through one Incident Action Plan and under one Operations Section Chief.

JEOC Offers Support and Coordination

Once the Joint Emergency Operations Centre becomes active, the JEOC Directors are responsible for supporting site activities and coordinating multiple District Command organizations in the province. The Incident Commander at a District Command may refer any decisions that cannot be resolved to the JEOC.

Industry Groups May Advise

The Liaison Officer at the District Command and/or JEOC levels may involve industry group representatives who represent a broad spectrum of stakeholders, and ensure their suggestions and preferences are considered in Incident Action Plans.

CCG Offers Strategic Guidance

The Central Coordination Group is responsible for strategic guidance and policy interpretation in supporting the JEOC. Any decisions that cannot be resolved at the JEOC Director level are referred to the Central Coordination Group. The CCG does not have responsibility for direct emergency management at the site during a foreign animal disease event.

NEOC Offers Direction Through CCG

The CFIA policy support group, the National Emergency Operations Centre, may offer strategic direction on response policies through the Central Coordination Group.

2.6 Operational Information Flow

Operational information coming to and disseminated by the District Command or JEOC must be managed carefully. There are five basic types of information:

Free Exchange of Information

General information may be exchanged among any members of a response organization, and this Plan encourages lateral communication among response functions. Verifying general information is an important step before taking action.

Lines of Authority

Management directions must follow the lines of authority established for the response organization. For the District Command and the JEOC, these lines are represented in the organization charts presented in Sections 5 and 6 of this Plan. For example, command decisions and priorities are communicated between the Incident Commander and Management Staff and Section Chiefs. The Incident Commander approves all action plans.

Up-dated Information Shared With Others

Situation reports are prepared by the Planning Section for approval by the Incident Commander or JEOC Directors. All response staff forward incident situation information to the Planning Section for compiling a Situation Report within a reasonable time. The Planning Section prepares at least one Situation Report in each operational period and distributes it throughout the organization.

*Resource Requests
Through One
Function*

Resource requests normally flow to the Operations Section at the District Command or JEOC, or directly to the Incident Commander or JEOC Directors. The Operations Section Chief forwards resource requests to the Logistics Section. If needs cannot be met, requests may be forwarded to the PREOC, if activated, or the National Emergency Operations Centre (NEOC).

Reports Available

Technical reports generated by the response are catalogued by the Planning Section and made available to any function.

*Use of
Standard Forms*

The signatories agree to use standard forms for situation reports and resource requests, presented in Annex A to this FADES Plan.

*Safeguard Private
and Confidential
Information*

Private and Confidential Information – All participants in this Plan agree to share information for the purposes of managing the foreign animal disease emergency in British Columbia, including and not limited to the following examples:

- Epidemiology reports
- Premise inspection reports
- Laboratory test and surveillance results
- Personal information that identifies individuals

Each participant will act in good faith to protect personal and confidential information according to the respective legislation governing emergency response to disease outbreaks. All participants will enact measures to secure information that requires protection, including paper and electronic formats. If a participant wishes to release an external report containing information provided by another, they will seek the written consent of the remitting participant by providing a copy of the external report in advance of release.

Should the receiving participant not be granted the written consent or written refusal of disclosure within a reasonable time frame of the date of the request, the receiving participant may disclose the requested information without further recourse to the disclosing participant.

Notwithstanding any provision in this Plan, the release, subsequent disclosure, and sharing of personal and confidential information between the participants will be in accordance with each participant's access to information and protection of privacy legislation.

2.7 Information Management

In any FAD emergency, there is a pressing and urgent need for news media and general public information services at the command level. Proactive communication of both the risks and the response measures is critical to successfully managing public perception and disease spread. Information management addresses three information types:

*Three Types
of Information*

Public Information – This effort ensures the public within the affected area receives complete, accurate, and consistent information and advice on how members of the public can protect their interests.

News Media Information – The District Command and/or the JEOC serves as the coordination point for all media contact, including the coordination of news media releases by officials representing the range of stakeholder agencies.

Internal Information – The District Command and the JEOC also ensure that all responders are kept informed of current safety alerts, response actions taken to date, and progress in managing the event.

*All Agencies
Work Together
In Providing
Information*

Elements of agreement in managing emergency information include:

Collaboration in the Information Function – A successful information program depends on cooperation among all levels of government and industry. Multiple sources of information may confuse the public and could lead to serious consequences. The signatory agencies agree to integrate information professionals in a single function, managed by one Information Officer. Where an event requires more than one Information Officer, the Incident Commander or the JEOC Director may appoint Information Assistants.

*CFIA Leads
Information
Function*

Information Personnel – CFIA leads the information function for a foreign animal disease event. The BC Government Communications and Public Engagement (GCPE) coordinates all media information on behalf of provincial ministries and agencies, and coordinates the distribution of information. The province, local authorities, and industry may support the distribution of information materials.

*JEOC Information
Section*

Information Section – Where demand requires a significant information effort, the Information Officer function may be organized into a separate section and units. A Joint Information Centre (JIC) may be established by participating agencies to assist in implementing a collaborative Information Strategy at the District Command and/or JEOC levels. When approved, the Information Officer may establish a Joint Information Centre in or adjacent to the ICP or JEOC for the coordination of public information and news management.

*Collaboration
In Public
Messages*

Shared Messages – Information messages concerning all aspects of the event are developed in collaboration and shared among stakeholder agencies and industry prior to distribution, where possible. Media releases or press briefings should involve all affected agencies. Agencies agree to make independent public announcements only with respect to their individual expertise and legislative responsibilities.

*Spokespersons
Identified*

Spokespersons – The CFIA Regional Director with jurisdiction serves as the lead federal spokesperson, and may delegate this authority to subject matter experts or others. The Provincial Chief Veterinarian acts as the lead spokesperson for the Province on the topic of foreign animal diseases. A Medical Health Officer may speak for the regional

*Integrated
Information Strategy*

**2.8 Access to
Emergency
Funds**

health authorities. Other federal and provincial agencies may name key spokespersons to liaise with media as appropriate. In addition, representatives of the local agriculture industry may choose to speak on behalf of their constituents.

Information Strategy –The Information Officer and assistants consider the federal, provincial, and local government policy requirements in setting out strategies for approval by the Incident Commander, JEOC Directors, and the Central Coordination Group.

Once the President of the Canadian Food Inspection Agency declares an emergency, the CFIA Regional Director and the Executive Director, Western Area Operations are granted official access to funds to support emergency response for a foreign animal disease outbreak.

Special delegations of authority covering procurement and contracting are also automatically invoked when the CFIA declares an emergency. These take the form of emergency contracts and purchase orders with higher spending limits than during day-to-day operations.

All federal agencies are responsible for initially incurring costs of operations and support provided to the Canadian Food Inspection Agency, and subsequently providing a record of those costs to CFIA for collation and analysis.

All assisting BC government ministries shall track their response costs, prepare their accounts, and if requested, submit them to EMBC for collation and analysis. EMBC may then submit a consolidated claim on behalf of the BC government to the CFIA for evaluation and payment.

Local governments shall track their individual response costs and submit any claims directly to the CFIA for assessment.

The CFIA will only reimburse provincial government and local government costs where they act as CFIA agents, perform activities on behalf of the CFIA, and have received prior CFIA approval for specific cost items.

3. Initial Response to FAD

3.1 Notification of a FAD Event

The CFIA *Animal Health Functional Plan* sets out the initial response procedures. The Animal Health Disease Response is divided into five phases:

1. Disease Suspect Phase
2. Disease Investigation Phase
3. Disease Decision Phase
4. Disease Action Phase; and
5. Disease Recovery and Demobilization Phase

Figure 3 illustrates the process of notifying the various agencies engaged in foreign animal disease response in BC.

FAD Notification Flowchart

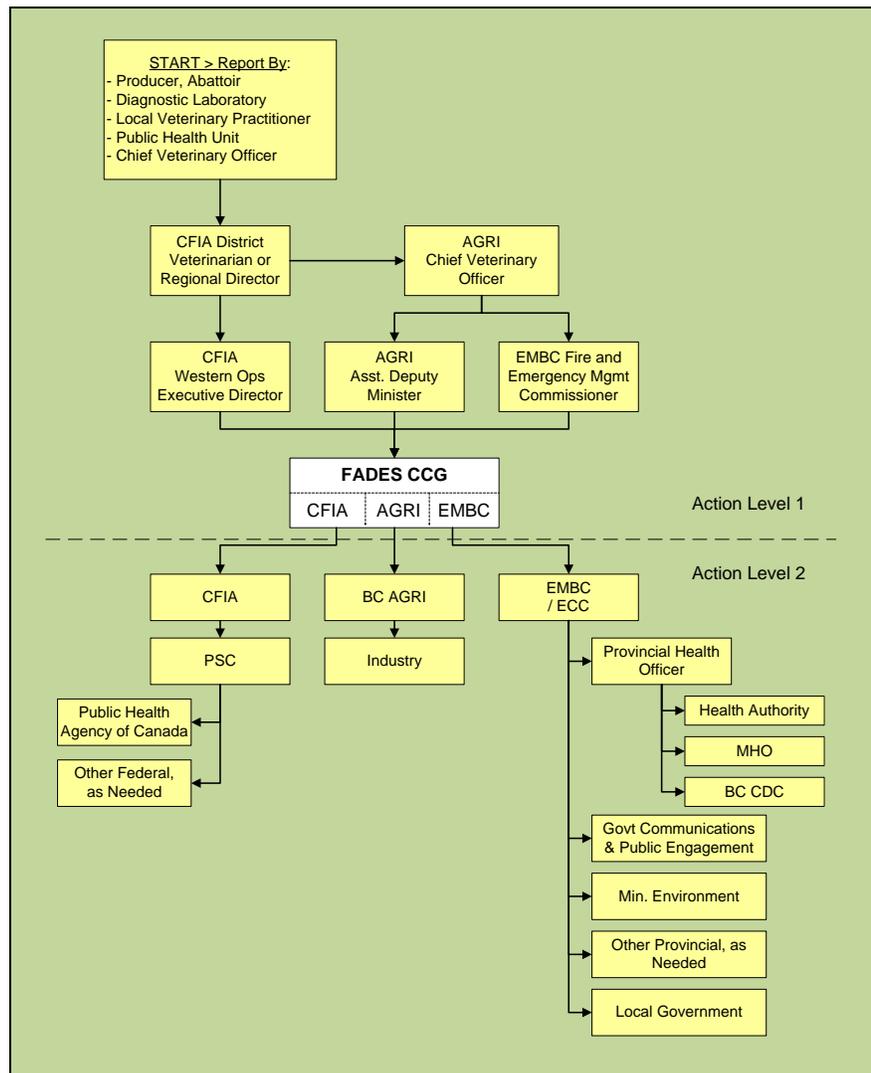


Figure 3. Notification in a FAD Event in BC

<i>Initial Notification</i>	Initial notification of a suspected foreign animal disease may come from a producer, abattoir, diagnostic laboratory, local veterinary practitioner, public health unit, or the BC Chief Veterinary Officer who, in turn, contacts the CFIA District Veterinarian or Regional Director.
<i>Incident Commander from CFIA</i>	<p>On the initial report of a foreign animal disease, the CFIA Case Officer or District Veterinarian may investigate premises as the Incident Commander and determine the need for further response.</p> <p>A field investigation team, under the direction of the Incident Commander, conducts a thorough epidemiological investigation once they arrive at the suspect premise. The Team completes a species-specific questionnaire, which provides preliminary information such as name, location, species affected, and clinical signs of disease.</p>
<i>CFIA Evaluates the Situation</i>	<p>CFIA evaluates the situation and determines what steps, if any, are necessary to further characterize the disease occurrence based on the Epidemiology Report from the initial visit to the suspect premises.</p> <p>If warranted, the CFIA Regional Director notifies the CFIA Western Area Executive Director. They determine the need for a District Command organization for the management and control of the tactical response.</p> <p>The BC Chief Veterinary Officer notifies the BC Ministry of Agriculture (AGRI) and EMBC. Representatives from CFIA, AGRI, and EMBC are core members of the Central Coordination Group (CCG).</p>
<i>CFIA Determines Need for District Command and JEOC</i>	<p>The CFIA considers the information at hand and evaluates the need for two Action Levels:</p> <p><u>Action Level 1</u> denotes initial actions when a foreign animal disease is suspected on a premise, but has not been confirmed. CFIA considers the level of risk and actions needed for suspected cases, including placing response teams on alert or activating a District Command or JEOC.</p> <p><u>Action Level 2</u> commences if the disease has been confirmed. During this level, the CFIA authorizes the District Command level and activation of the JEOC, identifies the general location of the response facilities, and designates the CFIA Incident Commander and JEOC Director.</p> <p>Representatives of agencies participating in response, in turn, notify their respective federal and provincial support agencies.</p>

*JEOC Director
Notifies
Others*

When assigned, the JEOC Directors perform these procedures:

Select Activation Level – Identify the specific locations of the Incident Command Post and the JEOC, determine the functions immediately required, and obtain an EMBC Task Number by calling the BC Emergency Coordination Centre (ECC).

Contact Response Personnel – The JEOC Director or delegate contacts qualified personnel to fill each of the required District Command or JEOC functions. The JEOC Director makes each contact, records the results, and continues contacts until at least one person is committed for each required function.

The JEOC Director provides the following information when contacting staff:

- Brief description of event
- Person who authorized the response activation
- Where and to whom to report
- Reminder to bring any necessary supplies and materials
- Inquire as to estimated time of arrival

3.2 Federal Declaration

If the disease is confirmed, a signed federal Ministerial declaration is required to identify the disease, to prescribe the limitations of the Control Area, and to make regulations accordingly. However, a federal declaration is not required to activate a District Command or JEOC.

*Federal National
Emergency
Operations
Centre*

The CFIA Director of Field Operations, with the advice of the primary agencies, recommends the limits of the Control Area to the CFIA National Emergency Operations Centre in Ottawa.

This federal centre is responsible for preparing the formal declaration, recommending ministerial intergovernmental consultation, and publishing the declaration. Public release of the federal declaration is concurrent at the National Emergency Operations Centre and through the BC Government Communication and Public Engagement.

4. Field Teams – Tactical Response

4.1 Overview

The response model continues with the activities required in the field to identify infected places and eradicate the FAD threat. These comprise the critical and sometimes urgent actions needed to contain the disease after a farm or ranch has been declared infected. Field Teams fall into two general categories, shown in Figure 4 at right:

Teams that Attend Each Infected Place (IP) – Some site activities require attendance on infected places to perform such tasks as biocontainment and sampling. The length of time devoted to each IP varies by type of team and characteristics of the farm.

Teams Active in Control Area – Other field teams do not knowingly attend infected places as they engage in disease control activities, such as movement control or surveillance teams active within the Control Area.

All Field Teams are managed by Team Leaders who report to the Operations Section Chief or Incident Commander.

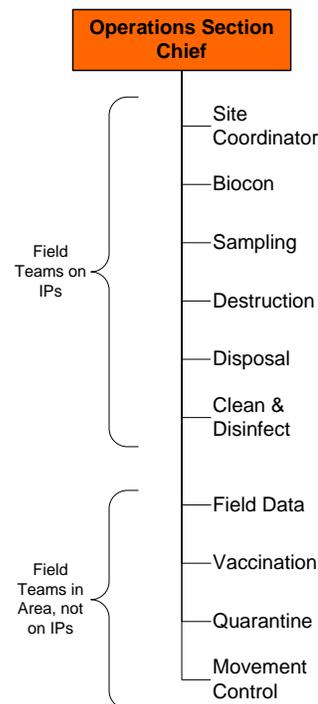


Figure 4. FAD Field Teams

4.2 Activation of Field Teams

The Incident Commander in the initial stage directs all response activities in the field and controls all personnel acting under the authority of the CFIA, including agency staff and contracted responders.

The Incident Commander is given the widest possible scope to use his or her initiative to control the disease with minimal jurisdictional restrictions, including the activation of the appropriate Field Teams while a District Command organization becomes active.

4.3 Types of Field Teams

This section describes the Field Teams that could be active in any foreign animal disease response.

Site Coordinator

To help coordinate the many activities that could occur at any given premise, FAD response anticipates the use of one or more Site Coordinators. Working within the District Command Operations Section, Site Coordinators serve multiple functions:

- Provide a single point of contact for owners of infected or high

	<p>risk premises.</p> <ul style="list-style-type: none"> • Coordinate site access of the various Field Teams at specific premises. • Support biocontainment and personnel safety objectives. • Record events occurring on each property. <p>Site Coordinators do not command Field Teams, coordinate resource requests, or manage response actions under the control of the District Command Operations Section. While there may be a need for overnight security in some cases, there is usually no requirement for continuous Site Coordinator activities over a 24-hour period.</p> <p>Site Coordinators may facilitate actions at more than one infected place, if required. The number of premises under the responsibility of a single Site Coordinator may vary, depending on the intensity of activities over time and the distance between properties. The District Command Operations Section Chief is authorized to adjust the number of Site Coordinators to fit the requirements of the situation.</p>
<i>Biocontainment Team</i>	<p>One of the first teams on an IP prepares a Biocontainment Plan and sets up the biocontainment systems needed to contain the disease. This team checks with the Site Coordinator on arrival, identifies Hot, Warm and Cold zones on the premises, and controls movement to limit the chance of disease spread. Each Biocontainment Team would consist of one Team Leader and about five members, and would be committed to an individual IP until cleaning and disinfection is complete.</p>
<i>Sampling Team</i>	<p>The Sampling Team consists of a single Leader with at least two assistants, who may be members of the Biocontainment Team. The Sampling Team typically attends an IP for one day or less to collect swab and/or blood samples. In addition, the Team prepares samples for shipment to the laboratory. Team members must be trained in sampling techniques, documentation, and shipping.</p>
<i>Destruction Team</i>	<p>This Team eradicates the FAD threat by culling target animals. The Destruction Team consists of one Leader with about five members, depending on the size of the herd or flock and species involved. The Destruction Team evaluates the premises to determine optimum destruction procedures, and prepares a site-specific Destruction Plan in cooperation with the Disposal Team. Each Destruction Plan is sent to the District Command for approval.</p>
<i>Disposal Team</i>	<p>The Disposal Team includes one Leader with about five members, appropriate to the requirements. Disposal may involve a number of disposal alternatives, depending on the type of disease, material to be disposed, soil composition, and geographic location. Options include on-site burial or transportation to a central disposal centre, such as a</p>

	<p>landfill, depending on many factors. Composting may be an option in some situations. The Disposal Team prepares a Disposal Plan for the carcasses and waste material and provides a copy to District Command for approval. The Team advises the District Command to request a Section 53 exemption from the BC Ministry of Environment, if required for disposal.</p>
<p><i>Clean & Disinfect Team</i></p>	<p>Cleaning and disinfection usually involves guiding the producer in acceptable procedures and outcomes. The C&D Team may consist of a single qualified individual, although assistants may help. The C&D Team Leader develops a premise-specific Clean and Disinfection Plan that sets out the end state for cleaning and disinfection of buildings, roads, fences, and other potentially contaminated locations on the premises. The C&D Team Leader monitors progress and signs off on the final C&D conditions for each premise.</p>
<p><i>Field Data Team</i></p>	<p>Field Data Team members respond to requests from District Command Epidemiology and Surveillance Units for information not otherwise provided by the Premises Investigation Questionnaire (PIQ) or the Sampling Team. This may include visits to farms where producers report FAD symptoms during the outbreak, where team members may make observations and/or take samples. The Field Data Team consists of a single Leader with about six members.</p>
<p><i>Vaccination Team</i></p>	<p>When vaccination against a disease agent or treatment of the disease agent is considered to positively contribute to the control measures implemented, Vaccination Field Teams may be activated to administer the control. Trained personnel collect vaccine supplies from the Staging Area and administer to animals on a defined schedule. The Team Leader is responsible for ensuring that team members follow biocontainment measures, and for preparing the appropriate vaccination and treatment reports.</p>
<p><i>Quarantine Team</i></p>	<p>The Quarantine Team works within the Infected Zone to implement quarantine orders among a number of farms and ranches. Each Team includes one Leader with about 10 members, and members are advised to work in teams of two. The Team is required to visit each premise with susceptible animals within the Infected Zone to inform owners and operators of the quarantine, post signs in appropriate locations, and license the movement of animals and products off-farm.</p>
<p><i>Movement Control Team</i></p>	<p>This team implements orders to halt the movement of susceptible animals within the Control Area. Each Movement Control Team consists of one Leader with about 20 members. In large-scale events, there may be a need for multiple Movement Control Teams, each assigned to a specific geographic area. Some may be assigned to priority check points, and some Team members must be trained in traffic control.</p>

4.4 Command of Field Teams

The Leader for each Field Team is fully authorized to direct members in accomplishing their respective tasks. The role of the Team Leader includes ensuring safety among team members, scheduling team activities, assigning tasks, providing equipment and supplies, and managing issues as they arise.

4.5 Field Facilities

Field facilities may be established on or near infected places, depending on the kind and complexity of the foreign animal disease outbreak.

Description of Site Facilities

Site Coordination Office – One or more Site Coordination Offices may be established in the Control Area to support the functions of the Site Coordinator. The Office serves as a central point of contact for responders, affected farm personnel, and assisting agencies.

Each Site Coordination Office should include a personnel change room, storage area for critical materials (e.g., bio-suits), first-aid supplies, voice and data communications, and sample preparation area.

Disposal Areas – Locations where animal carcasses are safely disposed and may include on-farm sites, fixed incinerators, or landfills, using the latest approved disposal protocols. The Disposal Group Supervisor coordinates disposal areas and reports to the District Command Operations Section Chief.

5. District Command – Incident Management

5.1 Overview

The District Command level may be applied in situations where there are multiple, wide-spread infected places within a region of the province. The principle role of the District Command organization is to direct and support assigned Field Teams and to ensure safe tactical operations.

The term “District Command” reflects the likely location at or near one of the CFIA District Offices in BC. The District Command level allows responders to access and apply local knowledge and resources, and facilitates the sharing of critical information among industry representatives and the general public.

The Incident Commander is responsible for setting overall priorities within the geographical area covered by the District Command, allocating critical resources according to priorities, and ensuring that objectives are understood and strategies are followed. In a wide-spread outbreak, several Incident Commanders may establish separate District Command operations, and each report to the Joint EOC for direction and coordination.

5.2 Activating the District Command

If response to the foreign animal disease dictates, an Incident Commander or CFIA Regional Director may activate an appropriate District Command organization. A declaration of emergency is not required to activate the District Command.

5.3 District Command Organization

The organization of the District Command level follows the Incident Command System, with the acknowledgement that some support functions can be best accomplished at the JEOC, such as accounting for overall response costs.

Purpose of The District Command

The District Command organization serves as the central point for:

- Decision-making in selecting operational objectives, actions and tactics
- Management of all emergency operations
- Information gathering and dissemination
- Liaison among agencies with jurisdiction and with industry

District Command Structure Depends on the Event

Figure 5 illustrates a fully activated District Command organization to manage response to a FAD event in BC. As with other response organizations applying ICS, not every function will be activated in every situation.

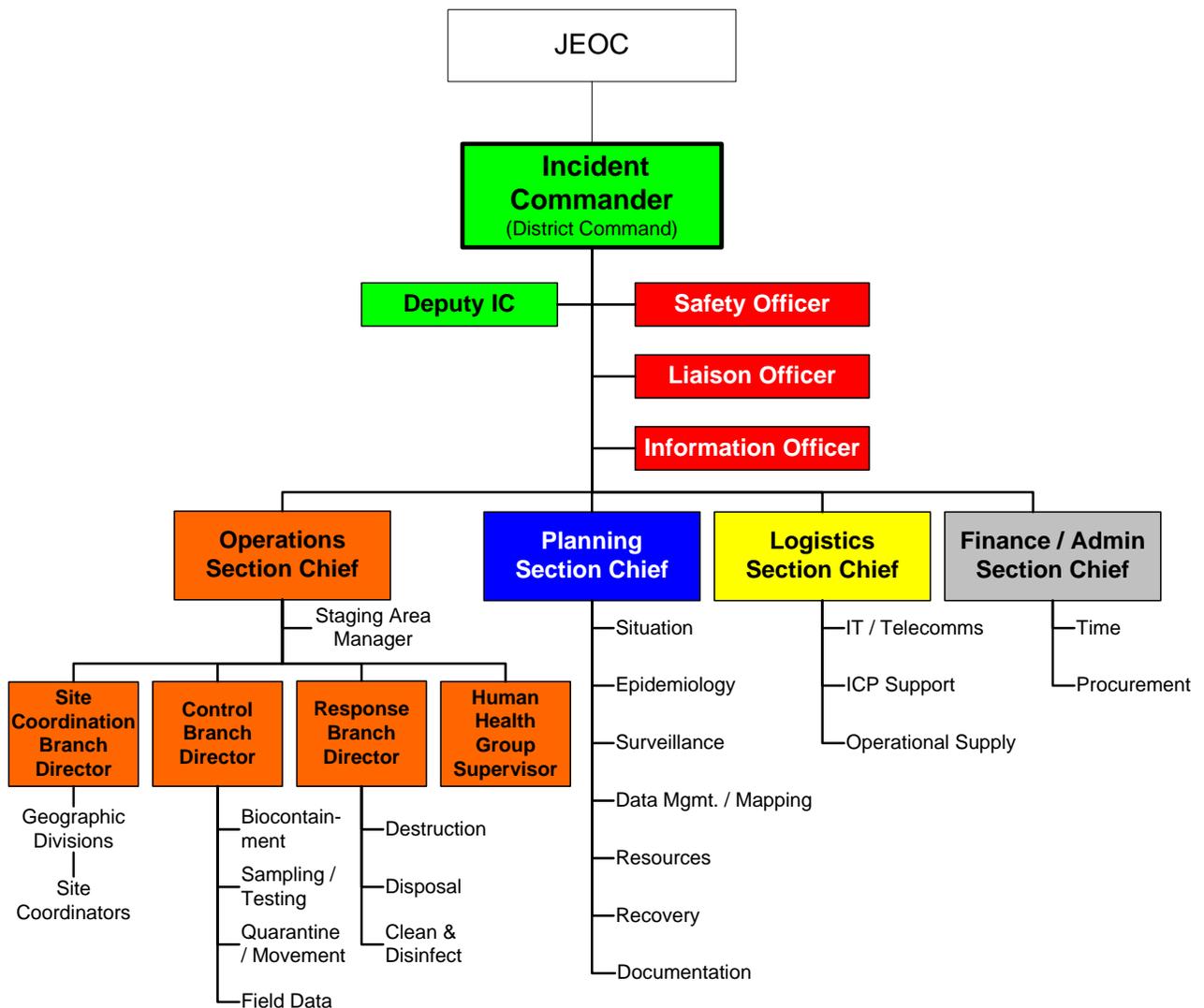


Figure 5. Function Chart for a Fully-Activated District Command

5.4 District Command Functions

Titles for District Command Functions

The organization of responders at the District Command level applies ICS principles, including the designation of five basic functions: Management, Operations, Planning, Logistics, and Finance / Administration.

The Incident Commander determines the functions to activate, and oversees the management of all District Command activities.

When a District Command organization is activated at an Incident Command Post, titles for the functions may be as follows:

Incident Commander

- Deputy Incident Commander
- Safety Officer
- Liaison Officer
- Information Officer

Operations Section Chief

- Staging Area Manager
- Site Coordination Branch Director
- Control Branch Director
 - Biocontainment Group Supervisor
 - Sampling / Testing Group Supervisor
 - Quarantine / Movement Group Supervisor
 - Field Data Group Supervisor
- Response Branch Director
 - Destruction Group Supervisor
 - Disposal Group Supervisor
 - Clean & Disinfect Group Supervisor
- Human Health Group Supervisor

Planning Section Chief

- Situation Unit Leader
- Epidemiology Unit Leader
- Surveillance Unit Leader
- Data Mgmt. / Mapping Unit Leader
- Resources Unit Leader
- Recovery Unit Leader
- Documentation Unit Leader

Logistics Section Chief

- Information Technology / Telecomms Unit Leader
- ICP Support Unit Leader
- Operational Supply Unit Leader

Finance / Administration Section Chief

- Time Unit Leader
- Procurement Unit Leader

5.5 District Command Facilities

Site facilities are established depending on the kind and complexity of the foreign animal disease outbreak.

Incident Command Post – The Incident Commander may select a fixed facility located near the infected place to serve as the Incident Command Post during initial response.

Staging Areas – Temporary locations may be identified where resources are kept while awaiting incident assignment, also known as “stores” among CFIA staff. Staging Areas consist of structures capable of warehousing large amounts of site equipment and supplies, such as personal protective equipment and biosecurity materials.

Staging Areas may be located at a CFIA District Office and may be used for staff training and change areas, such as donning and removing protective clothing. There may be more than one Staging Area at a FAD incident, and each Staging Area has one Manager.

The location of each District Command will be determined at the time of need by the JEOC, with the initial principle that they will be located near the existing CFIA Animal Health District Offices. In BC, these offices are located in the following communities:

- Abbotsford
- Cranbrook
- Dawson Creek
- Oliver
- Richmond
- Surrey
- Vernon
- Victoria
- Williams Lake

Control of Potential ICP Contamination

Due to the potential for contamination and spread of disease, it is essential that only field team members who have completed decontamination procedures enter the Incident Command Post.

Only Operations Section personnel may have access both to potentially infected places and to ICP facilities, and only with appropriate biosecurity and personnel health precautions in place.

5.6 Unified Command

The signatory agencies agree to apply the concept of Unified Command at the District Command level to allow multiple agencies with jurisdictional or functional responsibility to jointly develop a common set of management objectives and strategies.

5.7 District Command Meetings

Four types of meetings are contemplated at the District Command to enhance collaboration, at the discretion of the Incident Commander.

Briefings – Briefings give all participants in the ICP a chance to hear up-to-date reports on operations and the functions of the District Command. All agencies and organizations are invited to identify

issues of concern to the success of the response effort and to collaborate through the offer of information and resources. The Planning Section Chief chairs the meeting and arranges for a record of key points. Briefings normally last no longer than 30 minutes.

Management Meetings – Management meetings include only the Incident Commander, Deputy Incident Commander, and Management staff. These meetings should be brief and decisions should be documented. Management meetings provide the responsible agency officials with an opportunity to discuss and concur on important issues prior to action planning meetings.

Section Meetings – To help Section Chiefs fully participate in the action planning meetings, they may meet with Branch Directors and Unit Leaders within their section beforehand. Section meetings may address the objectives accomplished to date, tentative objectives for the next operational period, resource requirements, and any issues of interest to others in the Section or the District Command.

Incident Action Planning Meetings – Planning meetings allow the Management Staff and Section Chiefs to develop an Incident Action Plan for the operational period that addresses tactics for the unified effort. The Planning Section Chief chairs all action planning meetings, and a clerk records all significant discussions and decisions. Action planning meetings normally require no more than 30 minutes.

The Incident Commander and Operations Section Chief ensure responders among Field Teams receive timely information about the situation and the response activities.

5.8 Staffing the District Command

The initial Incident Commander is responsible for staffing essential District Command functions. The Incident Commander determines appropriate staffing based on an assessment of the current and projected situation.

Staff for the District Command organization may be composed of designated personnel from any of the following organizations:

- Federal employees
- Provincial employees
- Local or regional government employees
- Industry representatives
- Non-government organizations
- Canadian Veterinary Reserve

The guiding principle in staffing the District Command is that all members must have the knowledge, skills, and attitude needed for success in the assigned functions, regardless of position or organization.

District Command personnel and agencies may change throughout the course of an emergency.

6. Joint EOC – Regional Coordination

6.1 Overview

The Joint Emergency Operations Centre (JEOC) supports all response activities at the field and District Command levels, and provides for the overall coordination of multi-agency response. . When required, the JEOC is staffed by CFIA personnel and representatives from other agencies.

Specifically, the JEOC centralizes information about the FAD outbreak, coordinates control and response activities among the assisting agencies, identifies critical needs, and establishes priorities for action.

6.2 Activating the JEOC

The CFIA may activate the JEOC when one or more District Command organizations are established for disease response.

In situations where only one District Command is activated, strategic JEOC functions may integrate with the District Command organization. When multiple District Commands are activated, the JEOC may locate separately to provide overall coordination and strategic support.

6.3 JEOC Organization

The purpose of the JEOC organization is to coordinate multi-site operations in a large scale FAD event, to maintain up-to-date information, to coordinate related activities, and to provide the public with information.

The JEOC organization also coordinates large-scale media relations at the provincial and national levels, and provincial-level disposal activities.

This facility brings together the agencies responsible for making operational decisions to direct an efficient response. The size and composition of the JEOC may vary according to the requirements of the particular circumstances, as determined by the JEOC Directors.

JEOC Role In Site Support

In serving a site-support role, the JEOC:

- Coordinates support activities that are best managed on a provincial or regional level, such as laboratory testing and advance planning.
- Coordinates multiple federal, provincial, regional, provincial, federal, and cross-border agencies, including industry.
- Acquires resources at regional, provincial, and national levels.
- Directly informs and seeks policy guidance from senior officials at provincial and federal levels.

JEOC Structure Depends on the Event

The JEOC structure for a fully developed response organization based on the Incident Command System is shown in Figure 6.

Not every JEOC function is activated in every situation. The threats at hand dictate the functions to be activated. As a minimum, an active JEOC requires only a JEOC Director. Other functions are staffed as needed.

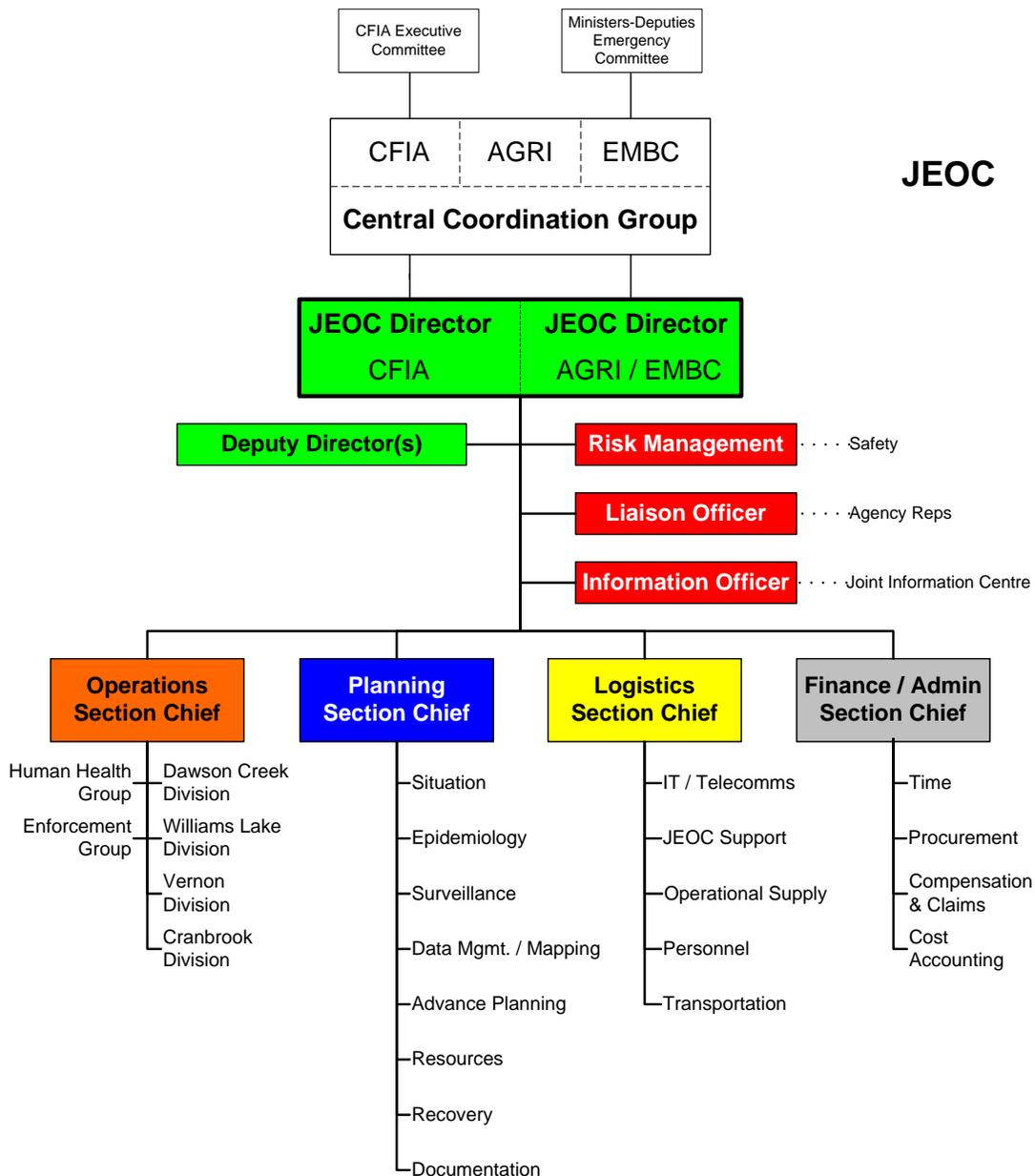


Figure 6. Function Chart for a Fully-Activated Joint Emergency Operations Centre (JEOC)

6.4 JEOC Functions

Functions at the JEOC

Foreign animal disease response coordination may require a number of functions at the Joint Emergency Operations Centre, and all are managed by the JEOC Directors. Following the principles of ICS, the functions at the JEOC may include: Management, Operations, Planning, Logistics, and Finance / Administration.

Titles for JEOC Functions

When a Joint Emergency Operations Centre is activated, titles for the JEOC functions may be as follows:

FAD Central Coordination Group Member

JEOC Directors

- Deputy Directors
- Risk Management Officer
- Liaison Officer
- Information Officer

Operations Section Chief

- Geographic Division Supervisor(s)
- Human Health Group Supervisor
- Enforcement Group Supervisor
- Others, as required

Planning Section Chief

- Situation Unit Leader
- Epidemiology Unit Leader
- Surveillance Unit Leader
- Data Management / Mapping Unit Leader
- Advance Planning Unit Leader
- Resources Unit Leader
- Recovery Unit Leader
- Documentation Unit Leader

Logistics Section Chief

- Information Technology / Telecomms Unit Leader
- JEOC Support Unit Leader
- Operational Supply Unit Leader
- Personnel Unit Leader
- Transportation Unit Leader

Finance / Administration Section Chief

- Time Unit Leader
- Procurement Unit Leader
- Compensation & Claims Unit Leader
- Cost Accounting Unit Leader

FAD Central Coordination Group

The Foreign Animal Disease Central Coordination Group (CCG) supports the emergency response effort by interpreting existing policies and developing new policies to guide emerging situations.

6.5 JEOC Facilities

Location of JEOC Facilities

The Central Coordination Group does not direct tactics at the site, and relies on the JEOC to coordinate operational functions on its behalf. The core members of the CCG include representatives of:

- Canadian Food Inspection Agency
- BC Ministry of Agriculture
- Emergency Management BC

The CCG is chaired by the Fire and Emergency Management Commissioner or designate. However, a co-chair may be appointed depending on the nature of the FAD event and key participant responsibilities.

Members of the Central Coordination Group may report directly to elected officials or senior executives in their respective organizations. At least two members of the Central Coordination Group are accessible to the JEOC Directors at all times for consultation during an emergency. *Ex-officio* members may be invited to Central Coordination Group meetings if and as required.

The Joint Emergency Operations Centre (JEOC) is a physical facility where stakeholders can gather to collect and evaluate information, make strategic decisions governing the FAD response effort, and coordinate assistance to the District Command organization.

PREOC's May be Used Initially

CFIA currently is capable of activating a fixed facility for a JEOC on demand and may initially use District offices, with the final location to be selected by the Central Coordination Group (CCG).

EMBC agrees to allow the immediate activation of any Provincial Regional Emergency Operations Centre (PREOC) for use as a foreign animal disease Joint Emergency Operations Centre, as defined in this Plan, on a temporary basis while CFIA establishes a more permanent JEOC facility. This agreement is subject to the availability of the PREOC when it is not already committed to emergency response.

JEOC Facility Features

A declaration of emergency by the CFIA triggers a Memorandum of Understanding with Public Works and Government Services Canada (PWGSC). Under the arrangement, PWGSC provides the facilities for a JEOC and may be requested to provide furniture and telecommunications systems.

Information Technology Systems

The signatory agencies agree to apply the information technology and telecommunications used by the CFIA, accounting for federal network rules for information technology. The PWGSC and CFIA may establish an inter-operability system that allows suitable access by all agencies within the JEOC to databases, e-mail, and Internet.

Colour Identification System

To apply the common terminology guidelines of the Incident Command System, the signatory agencies adopt the following BCERMS identification system for JEOC facilities and personnel.

- Green JEOC Directors and Deputy Directors
- Red Management Staff
- Orange Operations Section
- Blue Planning Section
- Yellow Logistics Section
- Grey Finance / Administration Section

Identification may take the form of a vest, armband, or coloured identification tag. These identifiers do not prevent any personnel from wearing their agency's insignia or uniform. Signs identifying the location of each JEOC function may also be posted within the facility.

6.6 Unified Command in the JEOC

The signatory agencies agree to apply the concept of Unified Command at the JEOC to allow agencies with jurisdictional or functional responsibility to jointly develop a common set of management objectives and strategies.

6.7 A Single, Multi-Agency Organization

During a foreign animal disease outbreak, this Plan calls for:

A Single Integrated Incident Organization – The various federal, provincial, local and industrial organizations are blended together into an integrated and unified team. The resulting organization may see a mix of personnel from several organizations performing functions together while working toward a common set of objectives.

Shared Facilities – By bringing the responsible personnel and planning elements together in a single JEOC facility, a coordinated effort is maintained for as long as required.

A Single Planning Process and Action Plan – JEOC planning meetings bring together the collective objectives of all key organizations. The end result of the planning process is an Incident Action Plan that addresses multi-agency priorities and creates resource assignments for the unified effort.

Shared JEOC Sections – The JEOC organization integrates multi-agency personnel into specific functional areas to cut personnel costs, increase communication, enhance effectiveness, and share information. Personnel remain under the administrative and policy control of their agencies, while answering to the management requirements of the JEOC.

A Coordinated Process for Resource Ordering – Resource ordering is coordinated among the contributing agencies to reduce competition for resources and to enhance access to limited resources.

Features of a Shared Organization

6.8 JEOC Meetings

Four types of meetings are contemplated at the JEOC to enhance collaboration, at the discretion of the JEOC Directors.

Four Types of JEOC Meetings

JEOC Briefings – Briefings give all participants in the JEOC a chance to hear up-to-date reports on operations and the functions of the JEOC. All agencies and organizations are invited to identify issues of concern to the success of the response effort and to collaborate through the offer of information and resources. The JEOC Planning Section Chief chairs the meeting and arranges for a record of key points. Briefings normally last no longer than 30 minutes.

JEOC Management Meetings – Management meetings include only the JEOC Directors and Deputy Director(s). These meetings should be brief and decisions should be documented. Management meetings provide the responsible agency officials with an opportunity to discuss and concur on important issues prior to action planning meetings.

JEOC Section Meetings – To help Section Chiefs fully participate in the JEOC planning meetings, they may meet with Branch Directors and Unit Leaders within their section beforehand. Section meetings may address the objectives accomplished to date, tentative objectives for the next operational period, resource requirements, and any issues of interest to others in the Section or the JEOC.

JEOC Action Planning Meetings – Planning meetings allow the JEOC Management Staff and Section Chiefs to develop an Incident Action Plan for the operational period that addresses tactics for the unified effort. The JEOC Planning Section Chief chairs all action planning meetings, and a clerk records all significant discussions and decisions. Action planning meetings normally require no more than 30 minutes.

6.9 Staffing the JEOC

The initial JEOC Director is responsible for staffing essential JEOC functions. The JEOC Directors determine appropriate staffing based on an assessment of the current and projected situation.

Integrated Staff from Agencies

Staff for the JEOC may be composed of designated personnel from any of the following organizations:

- Federal employees
- Provincial employees
- Local government employees
- Industry representatives
- Non-government organizations
- Canadian Veterinary Reserve

JEOC Staff Must be Qualified

The guiding principle in staffing the JEOC is that all members must have the knowledge, skills, and attitude needed for success in the assigned functions, regardless of position or organization.

JEOC personnel and agencies may change throughout the course of an emergency.

Initial Staffing of the JEOC

Initial staffing of the JEOC may be as follows:

JEOC Director – The CFIA provides the JEOC Director, a function that may be shared in some events through Unified Command with the BC Ministry of Agriculture, or Emergency Management BC.

Deputy Director – The role of Deputy Director may be filled by personnel from CFIA, AGRI, and EMBC. There may be more than one Deputy Director in the JEOC.

Liaison Officer – The CFIA identifies personnel to serve as Liaison Officer early in the initial activation. The role of the Liaison Officer is to receive agency representatives from governments at all levels and to keep all external organizations informed on the potential roles they may play in FAD response.

Information Officer – The CFIA provides qualified personnel to serve as the Information Officer in the JEOC. Professionals representing BC's Government Communication and Public Engagement may serve as Information Assistants. Local government Information Officers may also serve in the JEOC Information Section.

Operations Section Chief – The signatory agencies agree that the JEOC coordinates response through one Operations Section Chief, assigned by the JEOC Directors and approved by CFIA and AGRI.

Planning Section Chief – The JEOC Directors may select a Planning Section Chief among available qualified personnel and activate the Advance Planning Unit and Data Management / Mapping Unit early in the initial staffing of the JEOC. The Planning Section should also include scribes in the Documentation Unit to assist with recording important information, such as minutes of meetings.

All Sections – Staff in JEOC functions may be drawn from any participating agency, including local authorities, industry, and contractors. Sub-positions within the JEOC organization may be filled by qualified personnel independent of rank or agency affiliation.

All JEOC Staff Agree to Act in Good Faith

While serving in the JEOC function, every person assigned to a function agrees to act in good faith and on behalf of the agencies with jurisdiction.

7. Disease Guides

7.1 Purpose

Need for Disease-Specific Guides

The CFIA sets out its policies with respect to foreign animal diseases in the *Foreign Animal Disease Manual of Procedures* (FAD-MOP), as well as two Hazard Specific Plans.

In developing the FAD-MOP, CFIA recognized the need to describe more specifically what measures would be employed to control and eradicate some of the highly contagious animal diseases.

Part D of the FAD-MOP offers several disease specific strategies that build on the general approaches described in Parts A, B and C of the Manual. These strategy documents consider the unique characteristics of the disease agents and provide detailed instructions concerning the measures that could be employed to eradicate the disease.

The strategies are reviewed periodically to ensure they incorporate the most current scientific knowledge about the disease agent, control and eradication strategies and diagnostic methods available.

7.2 Diseases

CFIA Fact Sheets and Disease Guides

Currently, the CFIA offers fact sheets, disease prevention guidelines, and response procedures for the following diseases:

- African horse sickness
- African swine fever
- Bluetongue
- Classical swine fever
- Contagious bovine pleuropneumonia
- Foot-and-mouth disease
- Lumpy skin disease
- Newcastle disease
- Notifiable avian influenza
- Peste des petits ruminants
- Rift Valley fever
- Rinderpest
- Sheep and goat pox
- Vesicular stomatitis

Hazard Specific Plans

The CFIA Terrestrial Animal Health Division / Office of Emergency Management has developed additional hazard-specific plans to guide emergency response for the Avian Influenza and Foot and Mouth Disease, as noted below. Disease-specific guidelines are expected to be considered in addition to the generic functions and activities in the Joint Emergency Operations Centre.

7.3 Notifiable Avian Influenza

Note: The Manual of Procedures is currently (2012) under review.

The Canadian Food Inspection Agency has prepared a hazard-specific plan for Notifiable Avian Influenza. The entire plan is available at:

<http://www.inspection.gc.ca/english/anima/disemala/avflu/man/avflue.shtml>

This version of the CFIA Notifiable Avian Influenza Plan replaces Part D of the *Foreign Animal Disease Manual of Procedures (FAD-MOP)*, the *Highly Pathogenic Avian Influenza Strategy*, and the *Initial Avian Influenza Investigation Standard Operating Procedure, 2005*.

The Plan outlines the response to be undertaken by CFIA under the authority of the *Health of Animals Act* when there is suspicion of a developing outbreak of Notifiable Avian Influenza or when an outbreak occurs.

This Plan is not a stand-alone document, but part of an overall management plan used by the CFIA to respond to an incursion of any animal disease requiring an emergency response in Canada.

This document is intended to provide CFIA animal health emergency responders with specific information about Notifiable Avian Influenza necessary for the control and eradication of the disease when an outbreak occurs.

The Plan covers the following main areas with respect to the disease:

- Etiology
- Susceptible species
- Global distribution
- Epidemiology
- Pathogenesis
- Diagnosis
- Case definition
- Immunity
- Public health
- Biocontainment

The *Notifiable Avian Influenza Hazard Specific Plan* is updated annually by the CFIA.

7.4 Foot and Mouth Disease

CFIA has also updated a hazard-specific plan for Foot and Mouth Disease, available at:

www.inspection.gc.ca/animals/terrestrial-animals/diseases/reportable/foot-and-mouth-disease/plan/eng/1332174353793/1332174430101

The diagnostic and management principles contained in this document conform to the OIE International Animal Health Code (2007).

The *CFIA Foot-and-Mouth Disease Hazard Specific Plan* outlines the response to be undertaken by CFIA when an outbreak of foot-and-mouth disease (FMD) occurs. This Hazard Specific Plan forms part of an overall management plan used by the CFIA in FAD response.

The FMD Hazard Specific Plan provides animal health emergency responders with specific information necessary for the control and eradication of the disease in an outbreak.

The document briefly summarizes Information about FMD and its epidemiology as it relates to control activities.

The Plan covers the following principles of FMD control and eradication:

- Stamping Out
- Quarantine and Movement Controls
- Pre-emptive Slaughter
- Tracing and Surveillance
- Vaccination
- Treatment of Animal Products and By-Products
- Decontamination
- Wildlife and Vector Control
- Zoning/Regionalization

The FMD Hazard Specific Plan is reviewed regularly by all stakeholders through the Canadian Animal Health Consultative Committee.

8. Recovery

8.1 Recovery Objectives

After a foreign animal disease has been eradicated, the recovery phase may include components of restocking, re-establishing markets, and rebuilding viable industry activities. Planning for the recovery phase may occur at the District Command level during response, with support from the JEOC.

Core Objective

Recovery serves the objective of providing community support for those who have suffered secondary impacts from the event, such as members of the agricultural industry and other economic interests.

Compensation Under Health of Animals Act

Under Section 51 of the *Health of Animals Act* (1990, c. 21) the Minister of Agriculture and Agri-Food may order compensation to be paid from the Consolidated Revenue Fund to the owner of an animal that is:

- A) Destroyed under this Act or is required by an inspector or officer to be destroyed under this Act and dies after the requirement is imposed but before being destroyed;
- B) Injured in the course of being tested, treated or identified under this Act by an inspector or officer and dies, or is required to be destroyed, as a result of the injury; or
- C) Reserved for experimentation under paragraph 13(2)(a) of the Act.

Need to Articulate Specific Objectives

While response activities are underway for a specific event, recovery efforts would benefit from a clearly articulated set of objectives. If, for example, one objective is to reduce the likelihood of a repeat occurrence, it implies a series of prevention and mitigation activities during the recovery period. The Central Coordination Group may discuss and agree on recovery objectives at any time, and such objectives may be used to guide the recovery program.

8.2 Needs and Resources

Match Needs and Resources

Those organizations involved with recovery would benefit from understanding the organizations and individuals affected by the event and their needs. These requirements should then be matched with known and available resources from a number of organizations, such as industry associations, various government programs at all levels, service providers, and community donations.

Records Important

For these and other recovery activities, accurate data describing what happened, who was affected, and specific impacts may be needed to establish eligibility for various programs and desired activities. It is therefore important that all data files are backed-up with copies stored at different locations on separate systems, so no data are lost if a file is damaged or accidentally erased.

8.3 Recovery Activities

Based on the recovery objectives, several activities may be selected, specifying the time requirements, desired start date, target end date, and persons responsible for each recovery activity.

Need to Coordinate Activities

Government and industry representatives may coordinate activities within their realm of influence, such as developing a start-up schedule and preparing biosecurity measures. Likewise, local communities may undertake the activities they can manage, including support for impacted retail operations and tourism. Although each group may work independently, information should be shared among stakeholders to enhance success.

Other activities may serve all recovery team members. For example, all share the need to communicate their recovery efforts to the public through the news media, and would benefit from a single information function. In addition, the entire recovery program could share ongoing data collection and assessment, including an economic impact analysis.

8.4 Timeline

Once recovery activities have been identified, they can be scheduled to facilitate discussion and direct ongoing tasks. A tentative schedule that is updated frequently would offer target dates and help identify potential bottlenecks in the recovery process.

8.5 Recovery Units

If recovery needs are large, the Incident Commander and JEOC Directors may activate Recovery Units at the District Command and JEOC levels:

Functions In Recovery

- **District Command Recovery Unit Leader** coordinates recovery efforts within the CFIA District to enhance collaboration. This function may be staffed by local government or industry representatives. The Recovery Unit Leader may coordinate restocking, develop bio-security measures, restructure production, and prepare mitigation measures. In cooperation with affected communities, the Recovery Unit may develop support programs for tourism, regional retail businesses, and farm workers. The Recovery Unit may also oversee an assessment of economic impacts in specific communities.
- **JEOC Recovery Unit Leader** – The JEOC Recovery Unit Leader seeks policy direction from the CCG and coordinates recovery information and action plans throughout the province. The JEOC Recovery Unit has responsibility for estimating the requirements for and scope of recovery for all active District Commands and affected communities, with assistance from the agriculture industry.

No single organization or agency will be able to fully manage all recovery aspects. Over the long-term, a recovery collaborative may be created as an informal gathering of key stakeholders.