

FADES

Foreign Animal Disease Emergency Support Plan

- Federal / Provincial Agreement in BC -

2008 FADES Plan

Canadian Food Inspection Agency
Public Safety Canada
BC Ministry of Agriculture and Lands
BC Ministry of Public Safety and Solicitor General
BC Ministry of Health

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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, 9 of July, 2008



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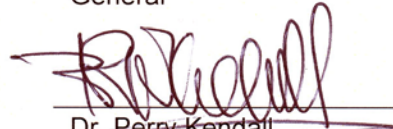
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Foreword

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 five signatory agencies – Canadian Food Inspection Agency, Public Safety Canada, BC Ministry of Agriculture and Lands, BC Provincial Emergency Program, and the BC Ministry of Health – 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 to other relevant documents.
- **Record Lessons Learned** – The Plan should contain enough detail to allow important lessons from actual disease events to be captured in concise, tangible guidance for application in future outbreaks.

Although prepared on behalf of the five 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
AERT	Area Emergency Response Team (CFIA)
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
ECC	Emergency Coordination Centre
EMBC	Emergency Management British Columbia
EMIS	Emergency Management Information System
EOC	Emergency Operations Centre
FAD	Foreign Animal Disease
FADES	Foreign Animal Disease Emergency Support
FNESS	First Nations' Emergency Services Society
GIS	Geographical Information System
HC-FAD	Highly Contagious Foreign Animal Disease
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
INAC	Indian and Northern Affairs Canada
JEOC	Joint Emergency Operations Centre
JIC	Joint Information Centre
MAL	Ministry of Agriculture and Lands (BC)
M-DEC	Ministers-Deputies Emergency Committee (BC)
MOEnv	Ministry of Environment (BC)
MOFR	Ministry of Forests and Range (BC)
MOH	Ministry of Health (BC)
MOT	Ministry of Transportation (BC)
NERT	National Emergency Response Team (CFIA)
OIE	Office International des Epizooties
PAB	Public Affairs Bureau (BC)
PEP	Provincial Emergency Program (BC)
PHAC	Public Health Agency of Canada
PREOC	Provincial Regional Emergency Operations Centre (BC)
PSC	Public Safety Canada
PWGSC	Public Works and Government Services Canada
SC	Site Coordinator

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 British Columbia.

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, and involve private citizens and members of the local livestock industry in controlling and eradicating the disease, and in anticipating 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 Preparedness Act
- Canada Labour Code

Provincial

- Emergency Program Act and Regulations
- Environment Management Act
- 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 Canadian Food Inspection Agency.

The federal *Emergency Preparedness Act* authorizes Public Safety Canada (PSC) to safeguard lives and reduce damage to property by fostering better preparedness in Canada. PSEPC is the federal government's primary agent for ensuring national civil emergency preparedness and for coordinating federal resources in response to a national threat.

Provincial Legislation

At the provincial level, the BC Ministry of Agriculture and Lands 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 and Lands, when required.

Under the BC *Emergency Program Act*, the Provincial Emergency Program bears responsibility for implementing provincial emergency plans, including the coordination of provincial resources. The Ministry of Health is authorized by the BC *Health Act* to control communicable diseases to protect the public from health hazards.

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

Reportable Diseases

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.

Diseases – Planning addresses all federally-reportable foreign animal diseases listed by the Office International des Epizooties 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.

- | | | |
|--------------------------|-------------------------------------|------------------------------|
| – African Horse Sickness | – Foot and Mouth Disease | – Peste des Petits Ruminants |
| – African Swine Fever | – Highly Pathogenic Avian Influenza | – Rift Valley Fever |
| | | – Rinderpest |

- Bluetongue
- Classical Swine Fever
- Contagious Bovine Pleuropneumonia
- Lumpy Skin Disease
- Newcastle Disease
- Sheep Pox and Goat Pox
- Swine Vesicular Disease
- Vesicular Stomatitis

All Levels

Action Levels – The FADES Plan addresses all events where there is a concern for an outbreak of a foreign animal disease.

All Stakeholders

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.

All Response Levels

Response Levels – The FADES Plan addresses the specific policies and procedures for initial response operations at the “site,” and during expanded response 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 Included

Recovery – The Plan addresses links to established financial compensation programs for eligible livestock owners. Response support includes planning for community and economic recovery following the event.

1.4 Plan Description

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

Sections of the Plan

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. Site Operations	A summary of assumptions about field activities under one or more Incident Commanders
4. Joint Emergency Operations Centre	A description of the facility and organizational structure to command expanded operations
5. JEOC Functional Responsibilities	Summary of the roles and responsibilities of each of the response functions at the JEOC
6. JEOC Activation	Procedures for activating and staffing the JEOC, when needed
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 FADES Plan

Users of this plan will find that guidance on disease response is

*Main
Body*

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.

*Support
Material*

Checklists – Each function in response to a foreign animal disease has access to a checklist of actions to consider in developing strategies and activities.

Annexes – Support materials found attached to the Plan offer specific guidance for use in emergency situations, including forms, procedures, and contact information.

*Existing
Plans*

Other Documents – A fourth level of detail represents numerous documents currently available for use during response. Example documents include the CFIA *Foreign Animal Disease Manual of Procedures (FAD-MOP)*, 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.

1.5 Keeping the Plan Current

Signatories Agree to Train and Test

The CFIA Regional Director holds and maintains the updated master copy of the FADES Plan and all annexes.

The signatories to this agreement assume responsibility for regularly maintaining the FADES Plan and ensuring readiness for activation.

The CFIA Regional Director may arrange annual reviews of:

- All agency agreements and memoranda of understanding
- JEOC facilities readiness and capabilities
- Information Technology systems and criteria
- Notification process, including testing contact information

The signatory agencies anticipate ongoing training of primary and alternate personnel for foreign animal disease response, and participating in at least one exercise annually to test and improve the FADES Plan and its elements.

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

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

- 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 Single Response Organization

One Response Organization and Facility – Signatory agencies agree to collaborate during a foreign animal disease outbreak through a single organization for expanded operations, located at a Joint Emergency Operations Centre.

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, representatives of the local industry may be called to participate in JEOC Liaison, Planning, and Logistics functions.

To Meet Common Objectives

Unified Command – Responders to foreign animal disease emergencies apply the principle of 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.

Written Action Plans

The signatory agencies agree to collaborate in Unified Command in foreign animal disease response organizations, as and when advisable.

Resource Ordering

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, including measurable objectives to be achieved.

Shared Communications

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

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

2.2 Response Activities and Support

The FADES Plan anticipates response activities at four support levels:

Site Response – An Incident Commander oversees tactical activities at the site of infected premises during the initial and enhanced stages of a foreign animal disease response. A Joint Emergency Operations Centre (JEOC) is activated if required to command all site activities in an expanded response.

Regional Support – If an emergency is very large, the Provincial Emergency Program (PEP) may activate one or more Provincial Regional Emergency Operations Centres (PREOC), if deemed appropriate. The JEOC would normally turn to the PREOC for support when other resource options are exhausted.

Provincial Support – If a PREOC requires support, the PREOC Director may request assistance from the Provincial Emergency Coordination Centre (PECC), located at PEP Headquarters in Victoria.

Federal Support – If the CFIA requires federal support in terms of resources or direction, it may request assistance through the National Emergency Response Team (NERT) in Ottawa.

In addition to these response levels, Joint Emergency Operations Centre Directors have access to a **Central Coordination Group**, consisting of senior representatives from key federal and provincial agencies, that provides strategic direction and policy support.

Levels of Support During Response

2.3 Response Goals

High Level Goals To Consider In Response Management

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

FAD Response Goals

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

Identification – Response requires rapid laboratory identification to ensure that appropriate response follows a suspected outbreak. This is critical, especially in cases where the agent involved may spread rapidly.

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.

2.4 Action Levels

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, such as an outbreak of foot and mouth disease in another country, 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 and Lands.

- 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.
- 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 Lands and the Provincial Emergency Program of the need to convene the Central Coordination Group (CCG).
- e)** The Central Coordination Group 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 Lands, and the Provincial Emergency Program, who in turn will notify Public Safety Canada, the provincial Public Health Authority and 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 Lands, and other agencies may attend the 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 premise is infected**. During this level, a Joint Emergency Operations Centre may be activated to undertake the following action:

- a)** The CFIA National Emergency Response Team 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 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

2.5 Decision-Making

Personnel are Delegated the Authority to Act

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.

Before the establishment of a functional Joint Emergency Operations Centre, 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.

Once the Joint Emergency Operations Centre becomes active, the Incident Commander transfers command to the JEOC Directors, who are then responsible for controlling site activities. The JEOC Directors jointly assess, evaluate, and make decisions in consultation with the JEOC management staff and cooperating agencies.

Under Unified Command, joint decisions are implemented through one Incident Action Plan under the direction of one Operations Section Chief.

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. Details on the Central Coordination Group may be found in Section 5 of this Plan.

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

2.6 Operational Information Flow

Free Exchange of Information

Lines of Authority

Up-dated Information Shared With Others

Resource Requests Through One Function

Reports Available

Use of Standard Forms

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

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

Management directions must follow the lines of authority established for the response organization. For the JEOC, these lines are represented in the organization chart presented in Section 4. Command decisions and priorities are communicated between the JEOC Directors and Management Staff and Section Chiefs. The JEOC Directors approve all action plans.

Situation reports are prepared by the Planning Section for approval by the JEOC Directors. All JEOC staff forward incident situation information to the Planning Section for compiling an amalgamated 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 normally flow from the operational teams to the Operations Section Chief, or directly to the JEOC Directors. The JEOC Operations Section Chief or one of the JEOC Directors forwards resource requests to the JEOC Logistics Section. If needs cannot be met, a JEOC Director forwards the request to the PREOC, if activated, or the National Emergency Response Team (NERT).

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

The signatories agree to use standard forms for situation reports and resource requests. Annex A to this FADES Plan contains forms for use by each function.

2.7 Information Management

In any FAD emergency, there is a need for swift and decisive control of information. Proactive communication of both the risks and the response measures is critical to successfully managing public perception. Information management, coordinated through the Joint Emergency Operations Centre, 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.

Media Information – The JEOC serves as the coordination point for all media contact, including the coordination of media releases by officials representing the range of stakeholder agencies.

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

Elements of agreement in managing emergency information include:

All Agencies Work Together In Providing Information

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 JEOC function, managed by one Information Officer. Where an event requires more than one Information Officer, the JEOC Director may appoint Information Assistants. One of the first actions of the Information function is to develop a broad-based information strategy for the approval of the Central Coordination Group.

CFIA Leads Information Function

Information Personnel – CFIA leads the information function for a foreign animal disease event. The BC Public Affairs Bureau coordinates all media information on behalf of provincial ministries and agencies, and coordinates the distribution of information. The province, local authorities and industry may act as support in distributing information materials.

JEOC Information Section

Information Section – Where demand requires a significant information effort, the Information Officer function may be organized into a separate JEOC section and units. A Joint Information Centre (JIC) may be established by participating agencies to assist in implementing a collaborative Information Strategy.

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 for the area affected serves as the lead federal spokesperson, and may delegate this authority to subject matter experts or others. The Provincial Chief

*Integrated
Information Strategy*

2.8 Access to Emergency Funds

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 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 JEOC Information Officer and assistants consider the federal, provincial, and local government policy requirements in setting out strategies for approval by the JEOC Director and the Central Coordination Group.

The **Canadian Food Inspection Agency** will provide administrative services at the JEOC. 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, providing more autonomy in the acquisition of goods and services. These take the form of emergency contracts and purchase orders with higher spending limits versus what is permitted 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 the BC Provincial Emergency Program (PEP) for collation and analysis. PEP 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. Site Operations

3.1 Initial Response to FAD Event

Incident Commander from CFIA

Upon 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. Actions at this initial stage of response may include:

- Quarantine and Movement Control
- Biosecurity
- Sampling and Testing

Initial Response Actions at an Infected Premise

Before a disease has been confirmed, the Incident Commander advises the CFIA Regional Director as required in Action Level 1. Quarantine and biosecurity measures may be enacted when there is a suspected disease capable of easy transmission, and may be lifted once testing reveals an absence of an infectious agent.

If testing confirms the presence of a disease, further actions may be required, including:

- Collecting Field Data
- Enforcement
- Destruction
- Disposal
- Cleaning and Disinfection

Roles of the Incident Commander

The Incident Commander in this initial stage is responsible for directing response activities at the site and for 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.

Definition of "Site"

In this context, the ICS term "site" refers to infected premises, high-risk premises, disposal facilities, and other geographic locations where a foreign animal disease may be controlled.

CFIA Agency Executive

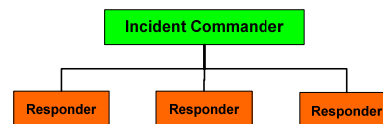
Where there is no need for a Joint Emergency Operations Centre, the Executive Director of the CFIA Western Area serves as the "Agency Executive" (an ICS term). The Agency Executive may provide policy direction and delegate authority, either verbally or in writing, directly to the Incident Commander.

3.2 Response Organization Flexibility

Initial Organization Structure

One advantage of the Incident Command System is the principle of flexibility in the response organization. The size and scope of the response team can grow and shrink to match the needs of the foreign animal disease event at hand.

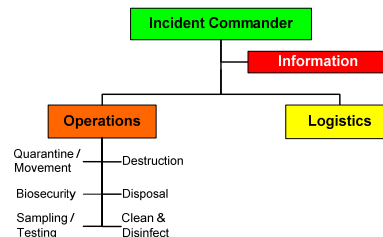
Initial Response – Upon arrival at a site, the Incident Commander establishes a command structure that meets the particular needs of the situation. The Incident Commander has responsibility for all functions and may delegate authority to perform functions to others in the organization.



The response organization at any given time reflects only what is required to meet planned tactical objectives. Human and materials resources assigned to an incident will always be under the control of the Incident Commander. Responders may report directly to the Incident Commander.

Enhanced Organization Structure

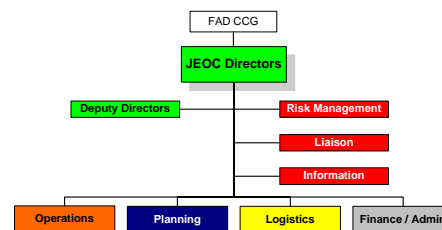
Enhanced Response – If response to the foreign animal disease dictates, the Incident Commander may assign additional resources needed to meet response objectives. Each activated element has a person in charge. In some cases, a single supervisor may initially be in charge of more than one unit.



The response organization may include representatives from other organizations under the direction of the Incident Commander. Activated functions that are clearly no longer needed may be deactivated to decrease organizational size.

Expanded Organization Structure

Expanded Response – On the advice of the Incident Commander and the CFIA Regional Director, the Central Coordination Group may activate the Joint Emergency Operations Centre (JEOC) at any time.



Once a Joint Emergency Operations Centre is functional, the Incident Commander **transfers command** to the JEOC Directors.

There is no Incident Commander or Incident Command Post at this level. The JEOC assumes all command functions, develops the tactical objectives and strategies, and directly controls all site operations.

3.3 Upon JEOC Activation

Transfer Of Command By Incident Commander

Upon the transfer of command, the JEOC Directors become fully responsible for establishing action plans for site operations based on the analysis of collected information. The JEOC organization structure allows for coordinated response among multiple agencies with jurisdictional or functional responsibilities. They collaborate to jointly develop a common set of objectives through a single Incident Action Plan in support of foreign animal disease response.

In this respect, the JEOC acquires aspects of both site and site support, as defined by the British Columbia Emergency Response Management System (BCERMS).

JEOC Role As a Site

The JEOC serves as a site in that it:

- Collects information about the FAD event in order to determine objectives.
- Develops action plans for tactical implementation at the site.
- Directs tactics at the site, including quarantine, biosecurity, sampling, destruction and disposal.
- Assumes responsibility for health and safety of all responders and equips the field teams required to implement action plans at the site.

JEOC Role In Site Support

The JEOC also serves as site support in that it:

- Coordinates support activities that could not occur at a site, such as laboratory testing.
- Coordinates multiple agencies, including federal, provincial, local, and industry.
- Acquires resources at regional, provincial, and national levels.
- Negotiates directly with animal owners regarding compensation.
- Directly informs and seeks policy guidance from senior officials at local, provincial, and federal levels.

The JEOC Directors set priorities, develop strategies, select tactics, and assign tasks to control the disease. This includes overall responsibility for the safety and health of all personnel and for other JEOC personnel operating within the Control Area.

Control of Potential JEOC Contamination

Due to the potential for contamination and spread of disease, it is essential that **field staff do not enter the JEOC**. Only Operations Section personnel may have access both to potentially infected premises and to JEOC facilities, and only with appropriate biosecurity and personnel health precautions in place.

3.4 Site Coordinators

Functions of Site Coordinators

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 JEOC Operations Section, Site Coordinators may serve multiple functions:

- Provide a single point of contact for owners of infected or high risk premises.
- Coordinate site access of the various JEOC Operations field teams at specific premises.
- Support JEOC biosecurity and personnel safety objectives.
- Record events occurring on each property.

Limitations of Site Coordinators

Site Coordinators do not command field teams, coordinate resource requests, or manage response actions under the control of the JEOC 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.

Multiple Site Coordinators

Site Coordinators may facilitate actions at more than one infected premise, if required. The number of premises one Site Coordinator may be responsible for can vary, depending on the intensity of activities over time and the distance between properties. The JEOC Operations Section Chief is authorized to adjust the number of Site Coordinators to fit the requirements of the situation.

Create Divisions To meet Span-of-Control

All Site Coordinators report to the Operations Section Chief. If concerns for span-of-control dictate, the Chief may divide the control area geographically into divisions, and assign a Geographic Division Supervisor to each in order to supervise multiple Site Coordinators.

3.5 Site Facilities

Description of Site 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 vehicle or a fixed facility located near the infected premise to serve as the Incident Command Post during initial response. There is only one Incident Command Post.

Staging Areas – Locations where resources are kept while awaiting incident assignment. Staging Areas are coordinated by functional Group Supervisors, who report to one of the JEOC Operations Branch Coordinators.

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 JEOC Operations Section Chief.

4. JEOC Organization

4.1 JEOC Organization

Purpose of The JEOC

When response actions at the site of a foreign animal disease outbreak require expanded effort, such as when a large number of premises become infected, the Incident Commander may transfer command to the Directors of a Joint Emergency Operations Centre (JEOC).

The purpose of the JEOC is to assume command of all 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 also coordinates large-scale media relations 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.

The JEOC serves as the central point for:

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

The JEOC structure for a fully developed response organization based on the Incident Command System is shown in Figure 2.

Not every JEOC function is activated in every situation.

JEOC Structure Depends on the Event

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.

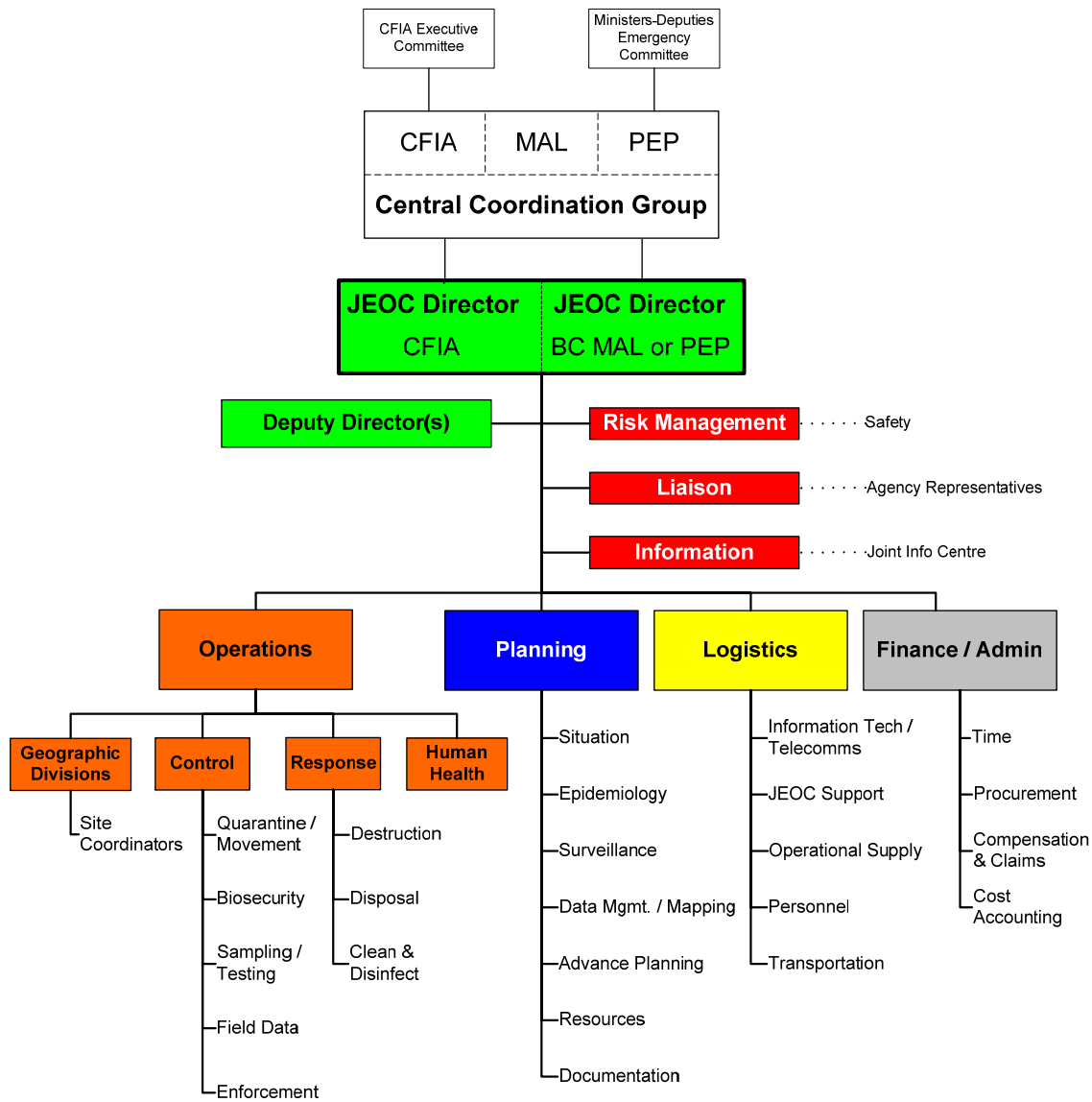


Figure 2. Function Chart for a Fully-Activated Joint Emergency Operations Centre (JEOC)*

* Note that the JEOC function chart shown in Figure 2 differs from BCERMS in that it includes both site and site support functions.

4.2 JEOC Functions

Functions at the JEOC

Foreign animal disease control may require a number of functions at the Joint Emergency Operations Centre, and all are managed by the JEOC Directors, sharing responsibility for the following functions:

Management – These senior functions of the Joint Emergency Operations Centre address overall command of the response effort, public information and media relations, agency liaison, and risk management through the joint efforts of federal, provincial, and local government departments and industry representatives.

Operations – The JEOC functions that manage operations are responsible for directing site emergency response by providing resources, information, and direction.

Planning – This function is responsible for collecting, evaluating, and disseminating information. Planning develops Action Plans and situational status reports in coordination with other functions. Planning also collects and archives the JEOC documentation.

Logistics – Personnel who provide logistics support locate facilities, services, personnel, equipment and materials in support of site operations, and meet other logistics needs of the JEOC.

Finance / Administration – This function is responsible for financial other administrative services on behalf of JEOC members.

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)
 - Site Coordinator(s)
- Control Branch Director
 - Quarantine and Movement Control Group Supervisor
 - Biosecurity Group Supervisor
 - Sampling and Testing Group Supervisor
 - Field Data Group Supervisor
 - Enforcement Group Supervisor
- Response Branch Director
 - Destruction Group Supervisor
 - Disposal Group Supervisor
 - Cleaning & Disinfection Group Supervisor
- Human Health Branch Director
- 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
- 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

When personnel in specific functions require assistance, the titles for the support positions are designated as shown in Figure 3:

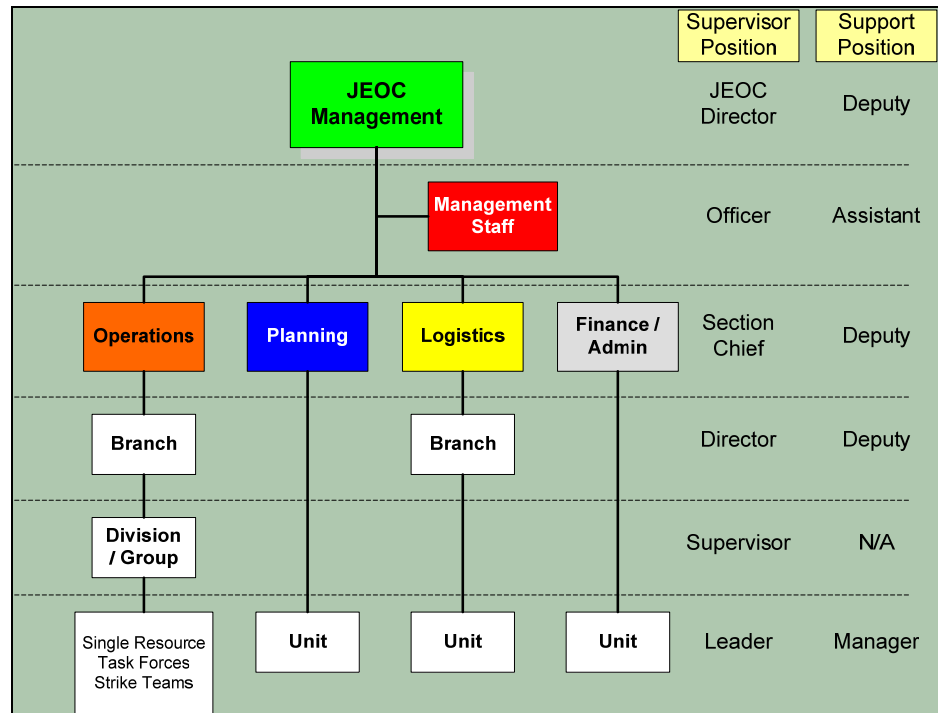


Figure 3. Titles for JEOC Supervisor and Support Positions

Refer to the colour-coded tabs for checklists for each JEOC function.

4.3 JEOC Facilities

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

Location of JEOC Facilities

CFIA currently is capable of activating both fixed and mobile facilities for a JEOC upon demand, with the location to be selected by the Central Coordination Group (CCG).

PREOC's May be Used Initially

The BC Provincial Emergency Program 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 identified PREOC where 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, in accordance with the current JEOC Facility Standards, shown in Annex F.

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, email, and internet.

Colour Identification System

To apply the common terminology guidelines of the Incident Command System, the signatory agencies adopt the following 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.

Joint Information Centre (JIC)

When approved by the JEOC Directors, the Information Officer may establish a Joint Information Centre (JIC) in or adjacent to the JEOC for the coordination of public information and news management.

4.4 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.

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

One Organization

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.

One Facility

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.

One Action Plan

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 Functions

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.

One Process For Ordering Resources

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.

4.5 JEOC Meetings

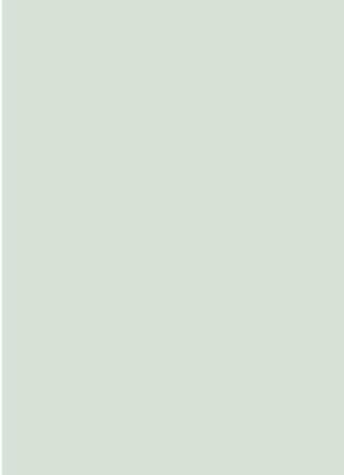
Four types of meetings are contemplated at the JEOC to enhance collaboration, at the discretion of the JEOC Directors.

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.

5. JEOC Functional Responsibilities

Overview

This section of the FADES Plan identifies the general roles and responsibilities of each JEOC function. Refer to the function chart for a fully activated JEOC in Section 4.

FADES Central Coordination Group

The Foreign Animal Disease Central Coordination Group (CCG) supports the emergency response effort by providing strategic interpretation of existing policies and developing new policies to guide emerging situations. This ad hoc group is activated when a coordinated government response is required for any foreign animal disease outbreak.

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 and Lands
- BC Provincial Emergency Program
- Public Safety Canada
- BC Public Affairs Bureau

The CCG will be chaired by the Executive Director, Provincial Emergency Program 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.

Responsibilities

- Assess the situation and advise on the level of activation.
- Brief senior government officials on the FAD event.
- Provide strategic policy direction and support to JEOC Directors.
- Approve the JEOC information strategy.
- Evaluate and approve requests for additional federal and provincial resources.
- Evaluate the need for and formally request a provincial declaration. Assess declarations by local authorities of States of Local Emergency.
- Evaluate the need for government action beyond response.
- Authorize the deactivation of the joint emergency response structure.

JEOC Directors

The JEOC Directors provide overall management of expanded site activities to ensure an effective, coordinated, and cooperative response. The JEOC Director role may be shared by two or more representatives of agencies with jurisdiction in Unified Command. The JEOC Directors are appointed by the Executive Director CFIA Western Area or designate, the Deputy Minister BC Ministry of Agriculture and Lands or designate, and/or the Executive Director of the BC Provincial Emergency Program or designate.

Responsibilities

- Assess the situation
- Support site operations
- Develop or approve action plans
- Inform others
- Manage the JEOC group

Deputy Directors

One or more Deputy JEOC Director(s) may be assigned to assist in managing the JEOC group and responsibilities. Deputy Directors ensure the efficient and effective flow of information within the JEOC, and assist the JEOC Director in organizing and supporting the JEOC staff, appropriate to the needs of the FAD event. A key responsibility of the Deputy Director is to assume the role and responsibilities of the JEOC Director if and when required.

Responsibilities

- Assist information flow
- Support the JEOC organization
- Assist JEOC Director
- Assist with JEOC action planning
- Debrief JEOC personnel

Risk Management Officer

The Risk Management Officer assesses hazardous situations related to all aspects of FAD response, and develops measures for assuring responder health and safety.

The Risk Management Officer also assesses the risks of the FAD response effort, including threats to security, and takes steps to protect participating organizations from unexpected losses. The Risk Management Officer may also assign a legal officer to undertake a regulatory review and offer advice relative to legal questions and risk issues involving response operations.

Responsibilities

- Ensure health and safety of responders
- Ensure JEOC security
- Manage risks

Liaison Officer

The Liaison Officer is the JEOC point of contact for assisting and cooperating agency representatives, and responds to requests or concerns from stakeholder groups. The Liaison Officer also advises the JEOC Directors in ensuring adequate JEOC structure and staffing. The Liaison Officer serves as an advisor to the JEOC Director, providing information and guidance related to the external functions of the JEOC.

A prime responsibility of the Liaison Officer is to proactively inform representatives of agencies absent from the JEOC on the status of the situation and response objectives.

Responsibilities

- Assist agency representatives
- Keep external agencies informed
- Advise JEOC Director on JEOC staffing
- Advise on JEOC action plans
- Participate in VIP tours

Information Officer

The JEOC Information Officer develops accurate and complete information regarding foreign animal disease event, including the geographic extent, current situation, resource commitments, and other matters of general interest. The Information Officer serves as the point of contact for the news media and other agencies that desire direct information. Swift and early communication is critical to a successful response.

Responsibilities

- Gather information
- Keep the public informed
- Facilitate news media relations
- Provide internal information
- Manage the JEOC information function

Operations Section Chief

The JEOC Operations Section Chief directs the FAD response efforts at all locations within the control area (e.g., for quarantine) and outside the control area (e.g., for transportation and disposal). The Operations Section Chief supervises the Site Coordinator(s) at infected premises and other locations, and coordinates resource requests and resource allocations. The Operations Section Chief may command activities at any site either directly or through Group Supervisors.

Responsibilities

- Maintain communications
- Participate in JEOC action planning meetings
- Coordinate response
- Coordinate resource requests
- Share operational information
- Manage the Operations Section

Geographic Division Supervisor

Geographic Division Supervisors may be assigned to ease span-of-control challenges for the Operations Section Chief where many Site Coordinators are required in a FAD response. The Division Supervisor manages geographically defined areas, such as north, south, east and west quadrants, and supervises Site Coordinators not under the direct management of the Operations Section Chief.

Responsibilities

- Understand the action plan
- Monitor Site Coordinators
- Coordinate with other supervisors
- Keep the Operations Section Chief informed
- Keep records

Site Coordinator

The Site Coordinator in a FAD response establishes direct communication with the owner of assigned infected premises and other properties to ensure a consistent flow of information. The Site Coordinator oversees and coordinates response activities assigned to Operational teams through their respective Group Supervisors, and ensures that all personnel observe appropriate safety procedures.

Responsibilities

- Maintain communications with owners
- Coordinate site activities
- Keep the Operations Section Chief informed
- Keep records

Control Branch Director

This function is activated by the Operations Section Chief if required to relieve span-of-control concerns. The JEOC Control Branch Director coordinates FAD response operations aimed at controlling the potential spread of the disease. The Branch tracks, monitors, and controls the movement of infected animals or items that are prohibited within the infected area, control area, or province through an effective permit system that is strictly enforced.

Responsibilities

- Coordinate efforts to control the disease
- Coordinate resource requests
- Share operational information
- Manage the Control Branch

**Quarantine /
Movement
Group
Supervisor**

The Quarantine / Movement Group Supervisor oversees the implementation and enforcement of quarantine orders in the control area with the assistance of other government and industry organizations. The Supervisor coordinates movement control operations to stop the spread of disease, including a complete ban on all movement of animals, by-products, vehicles, and other potentially contaminated items. The Quarantine / Movement Group Supervisor works closely with the Biosecurity Group and the Surveillance Unit to coordinate efforts to control the disease.

Responsibilities

- Receive notification
- Assess the situation
- Secure the premises or area
- License movement off farm
- Manage the Quarantine / Movement Group

**Biosecurity
Group
Supervisor**

The Biosecurity Group Supervisor prevents the spread of disease from one premise to another and protects workers and members of general public from disease hazards. The Biosecurity Group is activated if there is strong confirmation of disease or if there are multiple sites.

Responsibilities

- Orient and train staff
- Protect staff and volunteers
- Control the potential spread of disease
- Manage the Biosecurity Group

**Sampling /
Testing Group
Supervisor**

The Sampling / Testing Group Supervisor oversees the collection of samples for testing of infected premises and high risk premises to determine the scope of the disease. This group participates in designing and implementing a Diagnostic Plan that determines what to test, how to gather samples, and the number of samples to take to ensure confidence in the results.

Responsibilities

- Advise on diagnostic plan
- Prepare for sampling
- Sample premises
- Submit samples to laboratory
- Perform laboratory tests
- Manage the Sampling /Testing Group

Field Data Group Supervisor

The Field Data Group Supervisor manages the collection of data on number of animals affected, samples taken, and destruction results within the control area. With a Data Collection Plan, the Field Data Group gathers the information that is essential for epidemiology, surveillance, and disease control activities. Collected data are forwarded to the Data Management / Mapping Unit for analysis.

Responsibilities include:

- Design data collection
- Collect data
- Assemble and share data
- Manage the Field Data Group

Enforcement Group Supervisor

The Enforcement Group Supervisor ensures that farmers and other producers abide by the requirements of the Health of Animals Act for quarantine and movement control. The Enforcement Group would likely be activated when quarantine or movement controls are ordered for a large number of premises, as with a Surveillance Zone.

Responsibilities

- Educate producers
- Resolve disputes
- Investigate alleged contraventions
- Secure enforcement records
- Manage the Enforcement Group

Response Branch Director

The Response Branch Director identifies animal populations to be destroyed and coordinates corresponding disposal requirements. Working with industry representatives, the Branch Director helps plan and implement effective cleaning and disinfection protocols.

Responsibilities

- Coordinate response activities
- Coordinate resource requests
- Share operational information
- Manage the Response Branch

Destruction Group Supervisor

The Destruction Group Supervisor directs the destruction of animals to support attempts to control the spread of the foreign animal disease. Given information about the disease, animal type, location of infected premises, and disposal methods, the Destruction Group Supervisor develops a strategy for destroying all animals that are known or suspected to be infected in an attempt to eradicate the disease.

Responsibilities

- Evaluate animals and materials
- Develop destruction strategy
- Prepare for destruction
- Coordinate destruction of animals
- Integrate C&D and biosecurity into destruction activities
- Manage the Destruction Group

Disposal Group Supervisor

The Disposal Group Supervisor directs the disposal of carcasses and regulated materials associated with destruction ordered in the FAD response. The Disposal Group designs a Disposal Plan that prevents spread of the pathogen and poses negligible public health or environmental risk, using the latest approved disposal protocols. The Disposal Group Supervisor works closely with the Destruction and C&D Groups to coordinate disposal efforts.

Responsibilities

- Assess situation and identify needs
- Identify disposal and related options
- Develop viable disposal options
- Prepare disposal plans
- Coordinate disposal resources
- Manage disposal operations
- Integrate C&D and biosecurity into disposal activities
- Manage the Disposal Group

Clean & Disinfect Group Supervisor

Cleaning and disinfecting any infected premise is the responsibility of the farm owner. The Clean and Disinfect Group ensures this effort meets standards suitable to prevent the re-infection when animals are returned to the premises. If required, this Group coordinates the cleaning and disinfection of any personnel or equipment (including vehicles) suspected of having contact with the infectious agent, as well as any premises or buildings where infected animals have been maintained.

Responsibilities

- Communicate expectations
- Assess procedures
- Monitor cleaning and disinfection
- Control vectors
- Manage the C&D Group

Human Health Branch Director

The Human Health Branch is activated whenever the identified FAD presents public risks associated with a zoonotic disease. The Human Health Branch Director may work in conjunction with key elements of the Health Authority (MHO, Public Health Nursing Team, Health Inspectors, and Decision Support), as well as with Health Canada, Public Health Agency of Canada, the BC Centre for Disease Control, the Provincial Health Officer, and private physicians.

Responsibilities

- Assess risks
- Develop health awareness messages
- Provide preventative care
- Advise on response activities
- Coordinate mental health services
- Monitor food safety
- Monitor health in region
- Manage the Human Health Branch

Planning Section Chief

The Planning Section Chief provides overall collection, evaluation and dissemination of all information concerning the disease outbreak. The Planning Section Chief oversees efforts to understand the current situation, predict further events and damages, and to prepare JEOC action plans.

Responsibilities

- Assess the situation
- Prepare JEOC action plans
- Track resources
- Keep records
- Plan for JEOC demobilization
- Anticipate future events
- Plan for recovery
- Coordinate technical specialists
- Manage the Planning Section
- Prepare After Action Report

Situation Unit Leader

The Situation Unit Leader collects and organizes information on the incident status, the geographic location and scope of the FAD event, and all response efforts. The Situation Unit is responsible for evaluating, analyzing, and displaying information for JEOC personnel, and oversees the analysis of information to prepare response strategies and tactics.

Responsibilities

- Collect information
- Assess losses
- Organize information
- Analyze information
- Distribute / display information

**Epidemiology
Unit Leader**

The Epidemiology Unit Leader determines what information is to be collected to guide management of the outbreak. The Epidemiology Unit Leader oversees the collection and evaluation of information on the FAD and infected premises to determine the origin of the disease, when it entered the infected premises and the risk of spreading to other farms. Epidemiology addresses the need to quickly and accurately identify cases of the FAD in question, provide the resources necessary to locate other animals that may potentially be infected, and investigate the source of the outbreak.

Responsibilities

- Determine information requirements
- Collect field and laboratory information
- Assess results and risks of FAD
- Report on findings

**Surveillance
Unit Leader**

The Surveillance Unit determines and monitors the location and boundaries of the infected animal species and disease carrying vectors in order to detect new outbreaks and prevent the dissemination of the infectious agent. The Surveillance Unit Leader ensures adequate surveillance to support information-based decisions and to regain “disease-free” status as soon as possible. In all aspects, the Surveillance Unit works closely with the Field Data Group in Operations and the Data Management / Mapping Unit in Planning.

Responsibilities

- Collect surveillance data
- Assess information
- Support requests for movement licences
- Report on findings

**Data Mgmt. /
Mapping Unit
Leader**

The Data Management / Mapping Unit Leader manages the integrated effort to track and map the disease and control measures. The Leader supervises the design of the database system to ensure essential information is available to decision-makers in a timely manner. Working with other response agencies, the Leader ensures the collection of verifiable data, storage, analysis, and GIS mapping capability.

Responsibilities

- Identify infected and high risk premises
- Establish database system
- Establish GIS mapping system
- Collect data, working with a number of cooperating agencies
- Analyze and display information

**Advance
Planning Unit
Leader**

The Advance Planning Unit Leader assesses available information to determine potential future impacts of the foreign animal disease outbreak, particularly issues that might influence overall JEOC priorities and objectives. Advance Planning also considers the potential impact to human health, and the long-term actions required for community recovery.

Responsibilities

- Review available information
- Identify approaching JEOC issues
- Recommend JEOC objectives and prepare plans

**Resources Unit
Leader**

The Resources Unit Leader prepares resource status information, charts the current status and location of resources, and maintains displays of resource information. The Resources Unit works directly with the Operations Section and the Logistics Section to track all human and material resources. The Unit Leader is responsible for creating organizational schemes for collected resource information to facilitate sharing of status details.

Responsibilities

- Collect resource information
- Organize resource information
- Distribute / display resource information

**Documentation
Unit Leader**

The Documentation Unit Leader collects and maintains complete files on the foreign animal disease event, and stores both paper and electronic files for legal, analytical, and archival purposes. The Documentation Unit takes minutes at all significant meetings, and records significant events in the JEOC. The Unit copies and distributes documentation, ensuring that confidentiality restrictions are observed.

Responsibilities

- Collect JEOC documents
- Take meeting minutes
- Copy and distribute reports and plans
- Organize and secure documents

Logistics Section Chief

The Logistics Section Chief coordinates the provision of facilities, equipment, and material in support of the JEOC and operations at the site. The Logistics Section provides telecommunication services, information technology, and other support operations for the JEOC and field staff. Logistics also coordinates all personnel requirements and arranges transportation.

Responsibilities

- Provide information technology and telecommunication
- Support JEOC operations
- Supply equipment and material resources to sites
- Coordinate personnel
- Arrange transportation
- Manage the Logistics Section

Information Technology / Telecomms Unit Leader

The Information Technology / Telecommunications Unit establishes computer, printer, Internet access, and email addresses for key JEOC functions. Specialists within the Unit arrange for telephone, fax, radio, and other communication means. Such services extend to all JEOC and related facilities, including the Media Briefing Room and Joint Information Centre, if established.

Responsibilities

- Support use of information technology in JEOC
- Establish and maintain JEOC telephone and fax systems
- Provide JEOC radio communications
- Establish telecommunications at media centre, JIC

JEOC Support Unit Leader

The JEOC Support Unit Leader ensures that facilities are available for the response effort, including securing access to the JEOC facilities. The Unit provides staff, furniture, supplies, and materials necessary to configure the JEOC facilities in a manner adequate to accomplish the mission. The JEOC Support Unit Leader ensures adequate and nutritious food and refreshment is provided to JEOC and field staff when needed.

Responsibilities

- Manage JEOC facilities
- Acquire equipment and supplies
- Arrange for food / water for JEOC and site staff
- Manage JEOC security
- Provide JEOC clerical support

Operational Supply Unit Leader

The Operational Supply Unit Leader oversees the acquisition and allocation of supplies, equipment, and materials not available through the Operations Section. The Unit Leader oversees the delivery of supplies and materials to operations, and ensures all purchases follow procedures approved by the Finance / Administration Section Chief.

Responsibilities

- Identify needs for equipment and supplies
- Acquire resources
- Coordinate the delivery of resources
- Coordinate with Finance/Administration Section

Personnel Unit Leader

The Personnel Unit arranges for response staff needed to support JEOC operations by identifying, recruiting, and registering agency personnel from a range of government agencies and affiliated organizations. The Personnel Unit Leader coordinates requests for responders, and assigns available personnel appropriate with their training and qualifications. This Unit also develops systems to manage convergent volunteers.

Responsibilities

- Support requests for operations personnel
- Support requests for other JEOC personnel
- Coordinate volunteers and non-profit organizations

Transportation Unit Leader

The Transportation Unit arranges for required transportation resources in support of FAD operations and the JEOC. The Transportation Unit Leader coordinates transportation needs, consults resource lists to identify potential transportation resources, and ensures transportation resources are delivered when and where needed.

Responsibilities

- Determine transportation needs
- Acquire transportation resources
- Coordinate transportation services

Finance / Administration Section Chief

The Finance / Administration Section Chief provides overall administrative and financial services to the JEOC, including financial and cost analysis, billing, accounting, filing, and invoice preparation. In particular, the Section Chief controls acquisitions associated with FAD response, including purchase orders and contracts.

Responsibilities

- Record personnel time
- Coordinate purchasing
- Coordinate compensation and claims
- Record costs
- Manage the Finance / Administration Section

**Time Unit
Leader**

The Time Unit tracks, records, and reports all on-duty time for JEOC personnel, including hired and contracted individuals working during the FAD event. The Time Unit Leader develops procedures for recording JEOC personnel time, and ensures the submittal of personnel time records, travel expense claims and other related forms for employees to the Cost Accounting Unit.

Responsibilities

- Establish Time Unit procedures
- Collect time reports
- Submit time records to agencies

**Procurement
Unit Leader**

The Procurement Unit provides administrative services pertaining to all matters involving the purchase, hire, contract, rental and leases of resources for FAD response through the JEOC. The Procurement Unit Leader determines procurement policies and procedures for the JEOC and oversees all contracts for purchase, lease, or rent of acquired resources.

Responsibilities

- Establish procurement procedures
- Coordinate contracts
- Submit procurement records to Cost Accounting Unit

**Compensation
Unit Leader**

The Compensation Unit Leader manages the federal program for compensating farmers for losses attributable to FAD. The Leader encourages payment of eligible amounts as soon as possible to support industry sustainability. The Compensation and Claims Unit also coordinates the resolution of claims of equipment loss or damage due to response activities, and investigates injury claims and forwards them to appropriate agencies within the required timeframe.

Responsibilities

- Manage federal compensation to animal owners
- Manage equipment loss or damage claims
- Manage injury claims
- Submit claim summaries to Cost Accounting Unit

**Cost
Accounting Unit
Leader**

The Cost Accounting Unit collects all cost data, develops cost estimates, performs cost effectiveness analyses, and makes cost-saving recommendations. The Cost Accounting Unit Leader prepares and maintains a cumulative cost report for the FAD event, accounting for all costs and losses incurred by all participating agencies.

Responsibilities

- Acquire cost data
- Create and maintain cost records
- Assist in cost savings

6. JEOC Activation

6.1 JEOC Activation

The Central Coordination Group is responsible for identifying the need for a Joint Emergency Operations Centre, upon the advice of the Incident Commander and the CFIA Regional Director.

Activation requires the Central Coordination Group to identify and authorize one or more JEOC Directors, and to confirm the location of the JEOC. Once a JEOC is activated, the Incident Commander transfers command to the JEOC Directors.

6.2 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 the JEOC.

*Federal National
Emergency
Management
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 Management 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 Management Centre and through the BC Public Affairs Bureau.

6.3 JEOC Staffing

The initial JEOC Director is responsible for staffing essential JEOC functions. The JEOC Directors determine appropriate staffing based upon 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
- Volunteers

*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 and Lands or the Provincial Emergency Program.

Deputy Director – The role of Deputy Director may be filled by personnel from CFIA, MAL, and PEP. 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 Public Affairs Bureau 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 agreed upon by CFIA and MAL.

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.

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.

**6.4 JEOC
Notifications**

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. Refer to the Notification flowchart in Figure 4.

*CFIA Evaluates
the Situation*

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. If warranted, the CFIA Regional Director notifies the CFIA Western Area Executive Director. The BC Chief Veterinary Officer notifies the BC Ministry of Agriculture and Lands (MAL) and the Provincial Emergency

*CCG Determines
Need for JEOC*

Program (PEP). Representatives from CFIA, MAL, and PEP are members of the Central Coordination Group (CCG).

The CCG members consider the information at hand and evaluate the need for a Joint Emergency Operations Centre (JEOC) for two Action Levels:

*Notifications
Begin*

Action Level 1 denotes initial actions when a foreign animal disease is suspected on a premise, but has not been confirmed. CCG members consider the level of risk and actions needed for suspected cases, including placing JEOC teams on alert or activating a JEOC.

Action Level 2 commences if the disease has been confirmed. During this level, the CCG authorizes the activation of the JEOC, identifies the general location of the JEOC, and designates the JEOC Directors.

Each of these organizations, in turn, notifies their respective federal and provincial support agencies, and the CCG authorizes the JEOC Directors.

*JEOC Director
Notifies
Others*

Upon assignment, the JEOC Directors perform the these procedures:

Select Activation Level – Identify the specific location of the JEOC for use, determine the functions immediately required, and obtain a PEP Task Number by calling the PEP Emergency Coordination Centre.

Contact JEOC Personnel – The JEOC Director or delegate contacts qualified personnel to fill each of the required 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 JEOC staff:

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

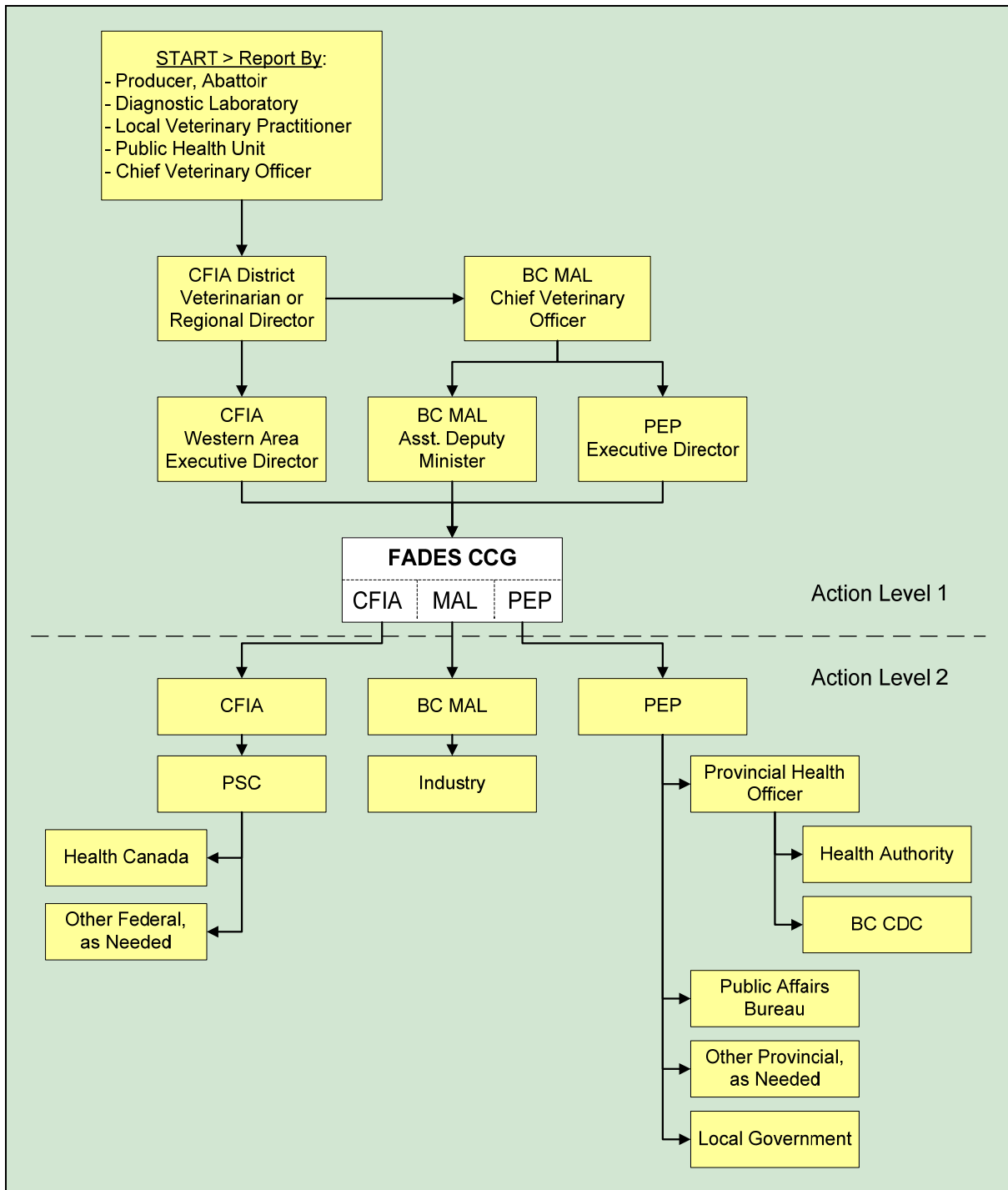


Figure 4. Notification in a FAD Event for Expanded Response

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).

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, such as foot and mouth disease and highly-pathogenic avian influenza.

Part D of the FAD-MOP offers several disease specific strategies that build on the general approaches described in Parts A, B and C. 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

*Disease
Guides in
Manual
of Procedures*

Currently, the CFIA Foreign Animal Disease Manual of Procedures contains strategies for:

- African Swine Fever
- Anaplasmosis
- Avian Influenza
- Bluetongue
- Bovine Spongiform Encephalopathy
- Classical Swine Fever (Hog Cholera)
- Foot and Mouth Disease
- Newcastle Disease
- Pseudorabies
- Swine Vesicular Disease
- Vesicular Stomatitis

7.3 Application

Disease-specific guidelines are expected to be considered in addition to the generic functions and activities in the Joint Emergency Operations Centre.

Note: The Manual of Procedures is currently (2008) under review.

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 in the JEOC during response. The JEOC Planning Section Chief has responsibility for estimating the requirements for and scope of recovery, with assistance from the Advance Planning Unit.

Two Objectives

Recovery serves two linked objectives: 1) To financially compensate for critical losses incurred by the commercial industry, and 2) To provide community support for those who have suffered secondary impacts from the event, such as members of the agricultural support industry.

Need to Articulate Specific Objectives

While response efforts 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 upon recovery objectives at any time, and such objectives may be used to guide the recovery program.

8.2 Needs and Resources

Those involved with recovery would benefit from understanding the organizations and individuals affected by the event and their needs.

Match Needs and Resources

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. The same process would also identify unmet needs and recommend ways to pursue additional resources.

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, a number of activities may be developed, including the approximate time requirements, desired start date, target end date, and persons responsible for each recovery activity. A simple flowchart of activities will help stakeholders understand the steps required.

*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. Each group may work independently, but information could be shared among stakeholders to enhance success in each area.

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. Even a tentative schedule that is updated frequently offers at least some target dates, and helps to identify potential bottlenecks in the recovery process.

8.5 Recovery Group

No single organization or agency will be able to fully manage all recovery aspects alone. A collaborative recovery organization may be formed as an informal gathering of key stakeholders, managed through a small and effective decision structure. Some possible positions in the recovery organization include:

*Potential Functions
In Recovery*

- **Recovery Director** – Coordinate the collection of recovery efforts to enhance collaboration. This position may be jointly held by government, industry and local authorities.
- **Information Officer** – Serve the information requirements of the complete recovery effort and all participating agencies.
- **Industry Recovery** – Coordinate restocking, develop bio-security measures, restructure production, prepare mitigation measures.
- **Community Recovery** – Develop support programs for tourism, regional retail businesses, and farm workers.
- **Planning** – Monitor economic impacts, track the status of recovery, update task lists and timelines.
- **Management Support** – Facilitate a framework for recovery planning, and secretarial assistance to schedule meetings, record minutes, manage documentation.

If the recovery organization is active concurrently with the JEOC, the Recovery Director seeks policy direction from the CCG and coordinates all recovery information and action plans with the JEOC Planning Section Chief.