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National Animal Health Emergency Management System Guidelines

U.S. Department of Agriculture

2003

DRAFT

Operational Guidelines

**Emergency Communication Plan**

The National Animal Health Emergency Management System Guidelines provide an operational framework for use in dealing with an animal health emergency in the United States

The guidelines are produced by the  
Veterinary Services Unit of the Animal and Plant Health Inspection Service,  
U.S. Department of Agriculture

These guidelines are under ongoing review. Please send questions or comments to:

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## Preface

“Communications,” a component of APHIS’ National Animal Health Emergency Management System (NAHEMS) Guidelines series, is designed for use by Veterinary Services (VS) personnel in the event of an outbreak of a highly contagious foreign animal disease in the United States. The NAHEMS guidelines may be integrated into the preparedness plans of other Federal agencies, State and local agencies, Tribal Nations, and additional groups involved in animal health emergency management activities.

Topics addressed in the NAHEMS guidelines include:

- Field investigations of animal health emergencies
- Disease control and eradication strategies and policies
- Operational procedures for disease control and eradication
- Site-specific emergency management strategies for various types of facilities
- Administrative and resource management
- Educational resources

The NAHEMS guidelines provide a foundation for coordinated national, regional, State, and local activities in an emergency situation. As such, they are meant to complement non-Federal preparedness activities. The guidelines are being reviewed and updated on an ongoing basis, and comments and suggestions are welcome.

“Communications” provides guidelines for Communications personnel and associated personnel responsible for communications activities during an outbreak of highly contagious disease. The guidelines are meant for use as a practical guide rather than as a comprehensive reference resource.

The general principles provided in the guidelines are intended to serve as a basis for making sound decisions. However, deviations from the guidelines may be permissible, if necessary, to address a given situation effectively. In addition, information provided in various sections may need to be combined to meet the requirements of a particular situation.

## **Acknowledgments**

“Communications” reflects the efforts of a number of individuals, including an APHIS Veterinary Services (VS) Writing Group, additional APHIS staff members, and a wide range of reviewers. The reviewers include Federal and State Veterinarians, members of APHIS’ animal health emergency response teams, officials of other Federal agencies, representatives of industry, and additional experts.

Also acknowledged with appreciation are the efforts of USDA staff and external reviewers involved with the development of the VS animal health publications (“red books”) and similar documents that have served as information sources for the NAHEMS guidelines. The contributions of each individual are appreciated.

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3. Appendices **(Were adapted from those used in Tripartite Communication Plan to be used as guidelines for any APHIS, VS response to introduction of a Foreign Animal Disease or animal health issue related to a natural disaster. Will need to be updated after new part of plan, e.g., Federal Response Plan and LPA plan, are incorporated into APHIS Emergency Communication Plan.)**

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## **Introduction**

Public reaction to an emergency outbreak or bioterrorist activity will be characterized by a sense of urgency with the situation perceived as potentially damaging and/or dangerous. This will cause nearly immediate media interest. And an outbreak of a disease such as foot-and-mouth disease will be front page news not only in the U.S. but internationally.

In such an emergency, people will fear that something bad is happening over which they have little or no control. This fear will be heightened by a lack of precise information – a situation that is quite normal at the start of any outbreak – and by an expected media frenzy.

Professionals are trained to cope dispassionately with such ambiguity but it can be terrifying for ordinary citizens, or those whose livelihood might be threatened. People who are in the dark about the nature and effect of some strange and powerful disease, quite naturally, will fear the worst for themselves, their children, their animals and their livelihoods. They could react quite strongly against all livestock and livestock-based products.

Communications aimed at satisfying the legitimate demands of the public and media for information will go a long way toward calming anxiety based on ignorance and fear. Managing communication efforts can help build the public confidence and media cooperation upon which the successful completion of the emergency response will depend. Effective management of communications will be crucial to the maintenance and rebuilding of consumer confidence in the safety of livestock-based products.

Application of the basic principles of crisis communications in such a situation will ensure the public understands and appreciates the need for emergency procedures that may temporarily have an adverse impact upon them. An informed and supportive community, rather than angry and distressed individuals, will ultimately enhance efforts to deal with the emergency. There are international trade implications to disease outbreaks, and we must bear in mind that industry relies upon Veterinary Services to reliably and responsibly respond to emergency situations.

## **THE VS EMERGENCY RESPONSE PLAN**

APHIS' Legislative and Public Affairs serves as primary liaison with the news media. With the VS Communications Manager and the Emergency Programs Staff, they develop information materials to communicate with stakeholders and the public and provide on-site public affairs support for VS program emergencies.

This plan is to be used as a framework for response to any emergency, regardless of whether it is caused by a foreign animal disease, an act of bioterrorism, an emerging disease, or a natural disaster. This plan provides a framework for appropriate public affairs response to an emergency program in low population rural areas as well as densely populated urban communities. The basic elements of the plan apply to recurring and routine program actions as well as actions where sensitive environmental issues, human tragedy, or other unforeseeable and regrettable situations must be addressed.

This plan addresses target audiences, roles and responsibilities, and communications timelines.

## **TARGET AUDIENCES**

Typically, external communication activities for an APHIS program emergency response begin with a press release, press conference, and local media coverage, and build as program activities escalate. In the case of a bioterrorist attack or an outbreak of foot-and-mouth disease, media attention would be immediate, national and most likely, international.

A response must happen quickly. There can be no shadow of suspicion that program officials are hiding anything. As much as possible must be done to explain the need and efficacy of actions that are undertaken. All APHIS program emergency responses require timely and accurate communication of program information to four key audiences: media, governments, industry/stakeholders/employees, and the general public.

## **MEDIA**

The media controls the means of communication to a mass audience. Timely and accurate program information must be provided to the media with sensitivity to deadlines and competitive nature of the broadcast media. Press conferences and briefings provide a venue to distribute program updates and equal access to program officials.

*A proactive approach* should be adopted during an emergency. The nature of an exotic disease outbreak will be such that the news media will require and expect a constant flow of information – all of it immediately. They can be expected to place unrealistic demands on the time and energies of all personnel involved. They may have scant regard for the difficulties under which the authorities are working to bring the outbreak under control, and may insist on definitive responses to difficult questions. Yet their assistance in bringing the emergency to heel will be invaluable.

It is important to provide accurate information to the media as soon as possible (either from federal or state officials). Not to do so is to invite a misinformed version to gain prominence as the ‘official’ version of what is happening. Speed is imperative. It is always much harder to come from behind and try to correct a wrong version than it would have been to have taken charge early and be the first with the correct version of the news no matter how painful it is. In the media, being *first* with a story is what counts most. If, in haste, there are errors, the media position is that errors can always be corrected later, in small type, but the news must get out now before someone else publishes it. In the media, being *second* is like being last.

Journalists usually have their own ideas of what information is suited to their particular audiences. Most news media will cooperate with reasonable restrictions on where they may or may not go and to whom they may speak during an emergency. Rather than dictate, a spirit of cooperation and mutual understanding is the key to successfully dealing with reporters. Reporters will respond well to professional treatment. They generally will do their best by those for whom they have some respect in terms of competence. By assisting them with friendliness and courtesy, more will be gained than by treating them with contempt.

If there are enough facts on which to go public, the sooner an official announcement (Federal or State) is made, the better. If officials nervously hang back, a reporter (who last week was switched from the education column to covering national rural issues) could well get hold of a big story and ruin the whole communications strategy.

A less than well-informed story could then set the tone, not only in the U.S., but also for other national and international reporters wanting to put together a quick story to meet a deadline. ‘Setting the record straight’ would be very difficult, and it would also be a waste of time to complain about incompetent reporters when the real trouble lies “in house.”

The media’s first responsibility will not be to government authorities battling to contain an exotic animal disease outbreak. Their prime concern will be to produce newsworthy copy for their audiences – ‘If it bleeds, it leads!’

The severity of the story will dictate how to work with the news media, and LPA will make that determination. In all cases, a press release would be written in concert with emergency program staff. LPA would likely be working the State(s) in the affected areas, and will determine whether the release is done by USDA, is done jointly with the State, or is written and given to the State.

Therefore it is necessary to have materials prepared ahead of time. It is recommended that dark web sites be prepared but not activated. Should the need arise, last minute information would be plugged in, before the sites are activated. The names of persons who could activate sites should be kept up-to-date by LPA with all pertinent information to reach them when needed. The APHIS homepage, and VS home page will need to be similarly updated.

Letterhead which can be used jointly with one or more entities, should be developed and ready to plug-in the other entities logo(s) in LPA specialists’ computers. Media kit folders may also be needed, and a supply of plain folders should be on hand, so logo(s) on stick-on labels can be affixed.

Background materials: fact sheets, Q and A sheets, and brochures for high-risk diseases, such as CSF and FMD, should be kept up to date. Slides and video clips (showing clinical signs) should be available.

VS’ response during the first hours of an exotic disease outbreak will be crucial in establishing a helpful perception among the news media and, subsequently, the community, that the authorities have the capacity to handle the emergency.

## **GOVERNMENTS**

State, county, city and other Federal agencies, area legislators and affected congressional delegations must be informed of program activities. Because elected and appointed officials must be responsive to their respective publics, timely and accurate program information for these officials is essential, allowing them to respond appropriate to constituents’ questions. The LPA/VS specialists, with approval of the program director, should identify a specific point of contact with such officials and insure that they are the first to receive press releases and official project information. Effective advance communication of program information to these officials is a high priority. The state veterinarians, state

laboratories, wildlife services and extension services shall be notified by AVICs when the outbreak is in their state.

## **INDUSTRY/STAKEHOLDERS/EMPLOYEES**

Contact with industry and stakeholder groups should be conducted prior to the onset of any program action to clearly describe the proposed/planned actions and expected outcomes. These meetings (by phone or in-person) dispel rumors among opinion leaders and special interest spokespersons, lending credibility to the project management and allowing non-program opinion leaders to corroborate program information. The LPA/VS specialists, with approval of the program director, should provide written and visual materials to communicate project information. State veterinarians should be notified by LPA/VS specialists when the outbreak or emergency is not in their state. It is also important to keep employees informed. An e-mail reminding them to look at the VS web site for up-to-date information may be all that is needed, but it should be done.

Visual aids, such as photos, slides, maps and graphs, may be important to those in the field, and therefore, should be placed on the Intranet when appropriate.

The LPA/VS specialists should contact major industry/stakeholder groups, and develop a strategy to keep them informed of project activities. Lists with home and work phone, fax, and cell phone numbers should be in a database which is updated frequently by Emergency Programs staff. These groups may become actively involved in supporting program efforts by issuing press releases; distributing information to local lawmakers, citizen groups, the media, etc.

## **GENERAL PUBLIC**

To insure public goodwill and reduce suspicion, fear and anxiety, the general public and demographically significant groups must be kept informed. The news media will perform that role, but if the emergency is serious enough it may also be important to provide additional information via an 800 number "hotline." If the line is not staffed, it would have a recorded message directing callers to the web site and allow callers to leave their name and numbers. Staff should be assigned to collect messages and return calls.

## **ROLES AND RESPONSIBILITIES**

### **LPA**

During an emergency, LPA serves as primary liaison with the news media, works with the VS communications manager and VS staff veterinarians to develop and disseminate information materials for VS managers, stakeholders, and the general public. LPA works at headquarters with VS' Emergency Programs (EP) staff in Riverdale, Maryland. When the Emergency Management Operations Center is complete, and LPA employee will work at the center.

The scope of the emergency determines the extent of involvement by LPA. If needed, LPA will provide on-site support for an emergency response. If a foreign animal disease or emerging disease is confirmed, LPA provides on-site support for the Regional Emergency Animal Disease Eradication

Organization (READEO) team that implements the measures necessary to eradicate the disease. LPA also provides on-site support for APHIS' response to a natural disaster.

The LPA public affairs specialist(s) in Riverdale, and on-site, if necessary, will:

- Plan, develop, supervise, and maintain communication activities related to the emergency.
- Act as a liaison between the Incident Commander, state information officer(s), other Federal agencies, industry, public, news media, and other interested parties.
- Coordinate the writing of press releases, radio and TV scripts, fact sheets, and feature articles and other communications materials related to emergency activities.
- Consult with and advise the Incident Commander regarding matters relating to information for public release. After consultation with and approval from the Incident Commander, release various communications materials in accordance with established USDA and APHIS emergency clearance procedures. If the information relates to an act of bioterrorism, it will be cleared through the proper Federal channels.
- Work with the VS communications manager to coordinate the preparation of slides, exhibits, brochures and other visual materials for the emergency program.
- Keep abreast of all emergency operations, policies, and plans so as to disseminate factual public information.
- Serve as the Incident Commander's representative – to the extent that it is feasible and desirable – in assisting emergency personnel during interviews with media representatives. The LPA specialist must be advised, preferably in advance, whenever news media representatives request and/or conduct an interview with emergency personnel.
- Assist in training emergency personnel in matters pertaining to contacts with news media.
- Assist with media at site/s deemed appropriate (e.g., Riverdale, on-site office at outbreak).
- Daily/weekly report for internal use that lists media requests received.
- Work with the state public affairs specialist and maintain rapport with Hotline staff to keep abreast of the topics of interest to citizens, and to help develop appropriate responses to questions. LPA would coach people answering phones about appropriate responses and provide information to use in responding.

## **VS COMMUNICATION MANAGER**

During an emergency, the VS communications manager works with LPA to ensure the communications needs of the emergency program are being met. This includes ensuring that cooperators and affected industry are fully informed on emergency program activities.

## **EMERGENCY PROGRAMS**

During an emergency, the VS EP staff leads and coordinates rapid response efforts. The EP staff supports USDA, other federal agencies, state agencies, and cooperators in responding to an animal disease outbreak and animal agriculture emergencies caused by natural disasters. EP coordinates the resources needed to develop EMOC notices, Q's & A's, and factsheets, and website content about the emergency.

## **ERT**

VS Early Response Teams investigate animal disease outbreaks. The ERT's report their findings to the AVIC, State veterinarian, READEO Director and headquarters. The EMLT then makes recommendations on the future course of action regarding operations and policy.

### **Incident Command (Need to get more input here regarding lessons learned from state exercises and END outbreak and changes that should be made to the section).**

Within 24 hours of a diagnosis of a foreign animal disease, a specially trained task team can begin to arrive at the site of the outbreak to implement the measures necessary to eradicate the disease. Task forces consist of VS employees, State veterinarians, military support personnel, industry liaisons, and representatives from other units within USDA.

Responsibilities of the Disease Reporting Unit Leader, a member of the Incident Command Planning Section, include:

- Coordinates all reports of animal disease investigations.
- Serves as the Incident Command historian, documenting the outbreak with the most accurate information available.
- Serves as a reliable source for the most up-to-date summary of outbreak disease information, whether it be statistical, epidemiological, or diagnostic in scope.
- Maintains an acute awareness of program policy and procedures and documents key dates and events in a summary format.

## **INFORMATION TECHNOLOGY GROUP**

**(Review IT needs related to communication. Information could be posted to website by VS web content manager or by LPA. Need to determine how this will work).**

The Information Technology group (IT) should designate a primary and back-up person to activate dark web site(s) and to post new pages and updates about the emergency to the website.

## **=CLEARANCE PROCEDURES**

Press Releases pertaining to specific emergency program actions and originating on-site will be cleared with the incident commander by LPA.

Press Releases originating at APHIS headquarters or EMOC will be cleared by LPA and the APHIS management team. Anything pertaining to USDA policy will be cleared through the USDA Office of Communications.

Fact Sheets are cleared through LPA and the APHIS management team.

## **COMMUNICATIONS TIMELINE**

The communication timeline is divided into five primary categories:

- (1) Communications to prepare in advance
- (2) Communication during the alert phase
- (3) Communication in the first 24 hours of the operational phase
- (4) Ongoing communication during the operational phase
- (5) Communication during recovery

## **PHASES OF AN EMERGENCY RESPONSE**

### **The 'Alert' phase**

This **Public Relations Manual** comes into immediate effect upon advice of an '*Alert*' that an exotic disease outbreak may have occurred.

The LPA representative, after being alerted by Emergency Programs (EP) staff, will prepare an Marketing and Regulatory Programs (MRP) Alert, and will contact the EP staff to obtain the information necessary to produce a draft news release about the situation. The draft should have attached to it a fact sheet relevant to the disease that provides technical details (this type of fact sheet would not include details of the current situation, so, for known high-risk diseases such as Foot-and-mouth disease, classical swine fever, avian influenza and exotic Newcastle disease should be cleared in advance and be ready to send).

Depending on the CVO's assessment, LPA might establish an on-site office. In this case, the on-site APHIS PR manager will need to coordinate his/her activities with the State media officer as well as to continue to liaise with the Washington, D.C. PR coordinator.

### **The Operational Phase**

Once the presence of an exotic disease is confirmed, key Pr activities are carried out as described briefly below.

APHIS LPA:

- attends teleconferences, relevant meetings and provides PR advice;
- coordinates the PR efforts of other agencies;
- coordinates State PR strategies when the outbreak extends across more than one State;
- liaises with USDA Office of Communications;
- drafts, clears and distributes news releases;
- LPA arranges for national news conferences;
- Executive correspondence prepares communications to Congress
- LPA distributes draft and final media releases back and forth between State PR officials and APHIS/USDA clearance

**APHIS LPA on-site:**

- meets with state PR officers, checks in with Public Information Officer at State Emergency Management Operations Center (if activated);
- attends to information gathering and release in collaboration with the state Pr officers
- ensures the Incident Commander receives copies of all media-related information released
- throughout the emergency the on-site PR manager attends to local PR and media requirements and provides information to on-site and headquarters LPA and EP staff

**The recovery phase**

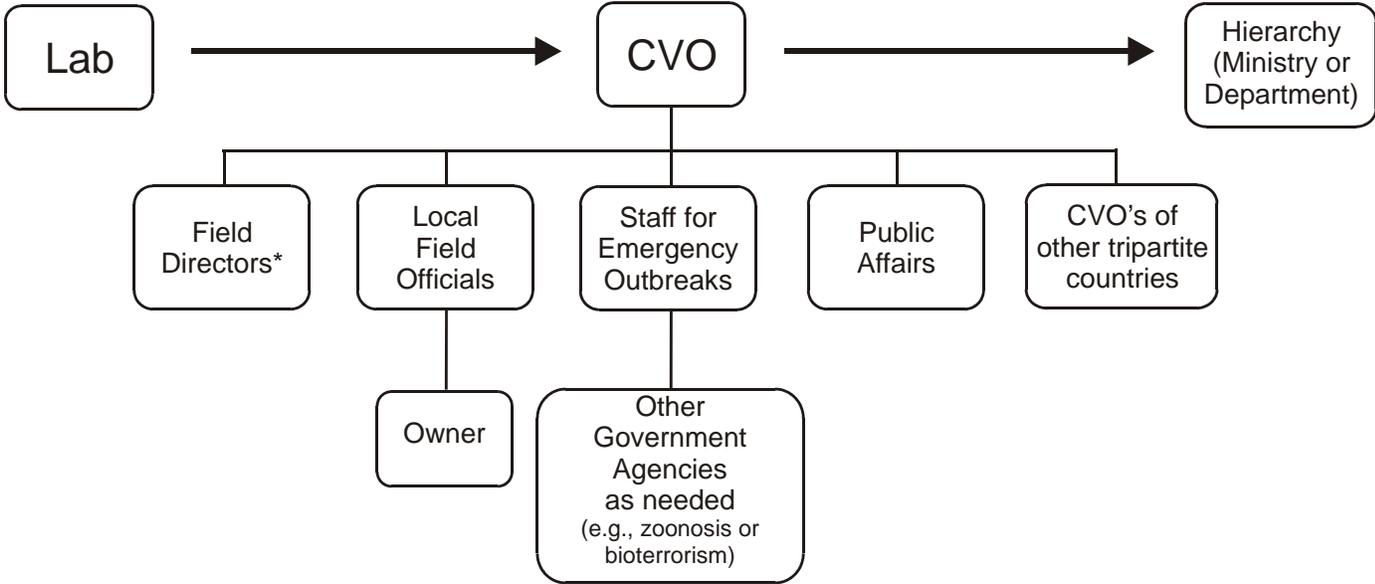
Formally, an exotic animal disease emergency ceases to exist when the CVO decides that eradication measures should be concluded. However, the eradication of an exotic animal disease usually takes several weeks, and the restoration of full trading activity in live animals, meat and other livestock products probably takes several months after that. During the progress towards complete eradication and restoration of full trading, there are a number of ‘milestones’ that are reached. These events are a good opportunity to communicate with both domestic and international ‘publics’.

Such milestones include”

- lifting of quarantine
- results of trace-backs being negative
- completing of disinfection on formerly infected farms
- installation of sentinel animals
- restoration of exports from areas of Australia ‘zoned’ as being clear
- formerly infected properties being restocked after the necessary spelling and sentinel period
- the formal notification by the United States CVO to the Office International des Epizooties (OIE) that the whole of the United States has now met the international standard to be considered ‘free’ of the exotic disease that caused the outbreak.

LPA Riverdale staff, in cooperation with Emergency Programs Staff, will prepare and issue news releases when each of the above mile stones are accomplished.

### Communication After Presumptive Diagnosis and Before Confirmation



\* includes Federal and State or Provincial directors

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Activities		Presumptive Diagnosis		Confirmed Diagnosis			
		Day -2	Day -1	Day 1 - AM	Day 1-PM	Day 2	Day ++
1	Notify CVO, lab head/public affairs communications, state, federal veterinarian of affected area, Chief of emergency programs	X	X				
2	Briefing note to Secretary of Agriculture		X				
3	Prepare messages (public and industry)	X	X				
4	Contact other government agencies if zoonotic or terrorism	X	X				
5	Establish operational communications with task forces in the field, CEAH, and any other agencies involved (e.g. CDC, FBI, FSIS)			X			
6	Send out media lines/MRP Alert/Q&A's			X			
7	Notify embassies/IS/FAS			X			
8	Advise Officers and Ports to suspend exports			X			
9	Prepare press release			X			
10	Forward briefing material to Industry/states - national veterinary medical associations (for redistribution) -- Request concurrence of messages			X			
	Daily updates					X	X
11	Federal veterinarians contact key local practitioners/dealers/markets in outbreak area (use ready made informational sheets)			X			
	Daily updates					X	X
12	Contact primary trading partners			X			
	Update as required					X	X
13	Briefing to elected officials			X			
	Update Secretary/Politicians as required			X		X	X
14	Post Web page				X		
15	Release press release/ press conference				X		
16	Notify OIE				X		
17	Daily updates on trade restrictions to ports/areas/states/provinces/industry					X	X
18	Import-Export staffs communicate re: movements of animal, products, etc.			X			
	Import-Export staffs hold scheduled daily talks					X	X
19	Communicate strategies on movement of products and animals					X	X
20	Labs communicate on technical and cooperative issues					X	X
21	Vaccine bank technical committee meets as required (daily?)					X	X
	<b>THIS TASK WAS FOR FMD. SHOULD WE LEAVE IT IN HERE AS A VACCINE COMMITTEE FOR OTHER DISEASES ALSO??</b>						
22	Update web sites					X	X

Activities		Presumptive Diagnosis		Confirmed Diagnosis			
		Day -2	Day -1	Day 1 - AM	Day 1-PM	Day 2	Day ++
23	Establish operational communications among task forces in Mexico and Canada in the event of cross-border outbreak zone  <i><b>THIS TASK ALSO WAS INITIALLY SET UP FOR FMD. SHOULD WE ALSO INCLUDE THIS FOR OTHER DISEASES?</b></i>					X	X





Action	Responsibility	Expected Finish Date/time	Notes	Done
<b>Upon presumptive diagnosis</b>				
Notify director of laboratory	Head of lab doing work			
Notify CVO	Director of laboratory			
Notify public affairs*	CVO			
Notify affected regional (field) director*	CVO			
Notify state veterinarian/federal veterinarian of affected state*	Regional field director			
Notify chief of emergency programs*	CVO			
Brief Secretary of Agriculture*	CVO			
Ensure herd quarantined is secure / notify the owner	Local Federal field veterinarian			
Notify other government agencies as needed*	Staff			
Alert Canada of situation <b>THIS TASK WAS FOR FMD. SHOULD WE LEAVE IT IN FOR ANY DISEASE?</b>	CVO of affected country			
Received confirmation call back from Canadian CVO <b>THIS TASK WAS FOR FMD. SHOULD WE LEAVE IT IN FOR ANY DISEASE?</b>	Canadian CVO			
Alert Mexico of situation <b>THIS TASK WAS FOR FMD. SHOULD WE LEAVE IT IN FOR ANY DISEASE?</b>	CVO of affected country			
Received confirmation call back from Mexican CVO <b>THIS TASK WAS FOR FMD. SHOULD WE LEAVE IT IN FOR ANY DISEASE?</b>	Mexican CVO			
Prepare messages				
* All of these could be notified by conference call				
<b>Within first 24 hours upon confirmed diagnosis-priority 1</b>				
Send out Media Lines/Marketing and Regulatory Programs Alert				
Notify embassies/IS/FAS	International Liaison			

Action	Responsibility	Expected Finish Date/time	Notes	Done
Communication to state/area offices and ports to suspend all exports				
Prepare press release				
<b>Within first 24 hours upon confirmed diagnosis-priority 2</b>				
Communication (including copy of Media Lines/MRP Alert, and press release) to industry and allied industries				
Communication (including copy of Media Lines/MRP Alert, and press release) to National Veterinary Medical Association				
Key private veterinary practitioners in the outbreak areas provided information such as how to report suspects, how not to spread disease, movement restrictions, etc.	Federal veterinarians			
Cattle dealers, markets, any other livestock movement industry in the outbreak areas provided information such as how to report suspects, how not to spread disease, movement restrictions, etc.	Federal veterinarians			
Written information to tripartite CVO's (press release, Media Lines, anything given out.)	CVO			
<b>TASK FOR FMD. SHOULD IT REMAIN FOR OTHER DISEASES?</b>				
Alert primary trading partners of situation				
Briefing to elected officials				
<b>Within first 24 hours upon confirmed diagnosis-priority 3</b>				
Web page functional with information posted				
Send out press release/press lines				
Hold press conference (if needed)				
<b>Within first 24 hours upon confirmed diagnosis-priority 4</b>				
Notify OIE, if appropriate	CVO			
<b>Within first 24 hours upon confirmed diagnosis</b>				

Action	Responsibility	Expected Finish Date/time	Notes	Done
Contact manufacturers of vaccine around the world as deemed appropriate <del>(needs to be confirmed by vaccine bank group)</del>  <b>DO WE NEED TO INCLUDE A VACCINE COMMITTEE FOR DISEASES OTHER THAN FMD?</b>	<del>Technical committee of the vaccine bank</del> Technical vaccine committee			
Set up conference call within next 24 hours to discuss <del>vaccine bank and</del> vaccine usage	<del>CVO's and</del> technical committee members			
If animal movement is known, information goes to country where the animals went	Import/export staff			
Notify key trading partners of situation as deemed appropriate				
Notify countries that received recent shipments of susceptible species/products	Import/Ex[port staff			
<b>Second day after confirmation of diagnosis</b>				
Communicate definition of diagnostic criteria being used in outbreak to tripartite countries	Laboratory			
Vaccine bank conference call	CVO's and vaccine bank technical committee			
<b>Ongoing</b>				
Communicate information to key practitioners, cattle dealers, markets, any other livestock movement industry				
Communicate strategies regarding movement of products and animals from affected country to tripartite countries		Ongoing		
Liaisons from non-affected countries communicate to their CVO and industry groups		Ongoing		
Daily conversations between trade staffs (incl. traceback issues)	Import/export staffs	Ongoing		
Requests for additional personnel	CVO	Ongoing		
Update web sites		Ongoing		
Establish operational communications between task forces in each country if outbreak zone crosses border		Ongoing		

Action	Responsibility	Expected Finish Date/time	Notes	Done
Communications with trade partners		Ongoing		
Daily updates on trade restrictions to ports, states, provinces, industry, etc.		Ongoing		
Daily briefings for Agricultural infrastructure		Ongoing		
Daily updates to media/general public		Ongoing		
Daily updates to elected officials		Ongoing		
Daily updates to industry and allied industry		Ongoing		
Daily updates to other government agencies		Ongoing		
Daily updates to trading partners		Ongoing		
Daily updates to tripartite countries		Ongoing		

1