EXHIBIT 1

From: Rich, Michawn (CDC/OD)
Sent: 30 Apr 2020 18:09:12 +0000
To: Oury, Rachael;Bonds, Michelle E. (CDC/OD/OADC);Galatas, Kate (CDC/OD/OADC);Lepore, Loretta (CDC/OD/OCS)
Subject: Rundown

DELIBERATIVE/PREDECISIONAL

All – below is a rundown of sorts that I put together for Rachael that may help her navigate the new role. We can discuss on the call today.

CDC Process

Internal media inquiries and discussion:

- Send the press inquiries to:
  - CDC IMS JIC (Joint Information Center) Media -2 eocjicmedia2@cdc.gov
  - Ben Haynes fxq2@cdc.gov
  - Kristen Nordlund hok4@cdc.gov
  - Tom Skinner tws3@cdc.gov
  - Cc: Loretta Lepore phf7@cdc.gov
  - Cc: Michelle Bonds meb0@cdc.gov
  - Cc: Kate Galatas kkg2@cdc.gov
- Every interview **MUST** be audio recorded.
- You need to approve all interview requests (print, tv, radio, podcast, etc) **BEFORE** they go to HHS or OVP for approval.
  - Just because there are outstanding requests or folks keep getting asked to do a particular interview does not mean it has to be fulfilled – (b)(5)

    (b)(5)
  - **NOTE**: as a rule, do not send up requests that ask to do profile pieces – these are not allowed at the moment.
  - **NOTE**: as a rule, do not send up requests for Greta Van Sustern or anyone affiliated with Voice of America because of this: https://www.whitehouse.gov/articles/amid-a-pandemic-voice-of-america-spends-your-money-to-promote-foreign-propaganda/

For Dr. Redfield media

- Loretta Lepore oversees all of his media and Tom helps her.
- Paul Fulton kwf8@cdc.gov is in charge of booking most of his interviews.
- These are the outstanding interview requests that we have for Dr. Redfield (b)(5)

  (b)(5)
  - Larry O'Connor's Los Angeles Radio Show
  - AARP online interview
  - Current TV News
  - Magic 106.7 FM Radio in Boston, Mass
  - PBS Frontline in late May (this is a documentary piece and must be recorded closer to the air date).
- (b)(5)

- After you confirm an interview send a document to Loretta and Paul with this information:
  - Time of interview
  - Outlet
  - Whether it is live or taped
  - How long the interview will be
  - Reporter conducting the interview
  - Booker contact
  - Producer contact (if you have it)
  - On site contact
  - Topics
  - Location of interview
  - Parking directions if necessary
  - Biography of reporter conducting interview
- **NOTE**: Dr. Redfield can do FOX News, FOX Business, NBC, or CNBC interviews from the Hall of States Satellite Studio in D.C.
- **NOTE**: Dr. Redfield can do other interviews from the HHS studio in D.C. if it is available – sometimes he can bump someone if he is higher up on the leadership board.
  - Email Michael Wilker Michael.Wilker@hhs.gov, Steven Hamberg shamberg@hhs.tv, Karen Foster kfoster@hhs.tv, Morgan Courbois mcourbois@hhs.tv, and Samuel Nix Samuel.Nix@hhs.gov to see if the studio is available.

For Dr. Schuchat and Dr. Butler media

- Ana Toro pvq1@cdc.gov is in charge of booking most of their interviews.
  - This is the only outstanding request we haven't booked for Dr. Butler (b)(5) (b)(5) FOX 5 Good Day New York

HHS Process

- **NOTE**: The new HHS comms leadership wants to focus on local media.
  - Send any good local media stories to Brad Traverse Brad.Traverse@hhs.gov
- All press materials (releases, statements, etc.) need to be submitted to releases@hhs.gov for clearance
- All media inquiries (requests for interviews, written responses to reporter questions, etc.) need to be submitted to interviews@hhs.gov. These include any incoming that may come through FEMA to the HHS team embedded there.
- HHS will triage the submissions to determine which ones require (b)(5) Certainly, if you have a recommendation on that when you submit, please share that as well. Likewise, if you are contacted directly by (b)(5) with a request for a media inquiry, create or approve a press material, etc., please be sure to loop in HHS, so they can maintain situational awareness.
- Cc: Ben, Michelle, Kate, Kristen, Loretta, and Tom on emails to HHS that seek approval on interviews, releases, op-eds, etc.

OVP Process

(b)(6); (b)(5)

(b)(6); (b)(5)

Daily FEMA Calls

- You will receive a daily email from someone in the JIC at CDC (eocevent202@cdc.gov) with a rundown of press and events for the day around 9:30am. You can pull from that to report out on the daily 10:15am FEMA calls.
- You can also ask Loretta for Dr. Redfield's schedule to see if you can pull anything from that to report out on the FEMA call.
- Following each call, send your readout to Ben Haynes and Carrie Harmon qbj2@cdc.gov. They send it to HHS at the end of the day up to HHS with other CDC items.

Op-ed Process

- Follow the CDC and HHS approval process above.
- Once approved by CDC and HHS, (b)(5)
  - (b)(5)
  - (b)(5); (b)(6)
  - Attach the op-ed and provide this information in your email:
    - Topic:
    - Byline:
    - Target Audience:
    - Target Outlet:
    - Driver:
    - Three Key Messages:

###

EXHIBIT 2

From: Shockey, Caitlin E. (CDC/DDID/NCEZID/DGMQ)
Sent: 26 Feb 2020 02:20:37 +0000
To: Cetron, Marty (CDC/DDID/NCEZID/DGMQ)
Subject: RE: (b)(5)

(b)(5)

Cate

From: Cetron, Marty (CDC/DDID/NCEZID/DGMQ) <mzc4@cdc.gov>
Sent: Tuesday, February 25, 2020 9:18 PM
To: Shockey, Caitlin E. (CDC/DDID/NCEZID/DGMQ) <gqw6@cdc.gov>
Subject: Re (b)(5)

(b)(5)

Get Outlook for iOS

From: Shockey, Caitlin E. (CDC/DDID/NCEZID/DGMQ) <gqw6@cdc.gov>
Sent: Tuesday, February 25, 2020 9:17:28 PM
To: Cetron, Marty (CDC/DDID/NCEZID/DGMQ) <mzc4@cdc.gov>
Subject: RE: Centralized Communications

(b)(5)

You have an interview with Five Thirty Eight (science reporter) about quarantine tomorrow. I'll try to get it cleared, otherwise we can cancel.

Cate

From: Cetron, Marty (CDC/DDID/NCEZID/DGMQ) <mzc4@cdc.gov>
Sent: Tuesday, February 25, 2020 9:04 PM
To: Shockey, Caitlin E. (CDC/DDID/NCEZID/DGMQ) <gqw6@cdc.gov>
Subject: Fwd: (b)(5)

Fuss

(b)(5)

EXHIBIT 3

From: Murphy, Ryan (OS/ASPA)
Sent: 15 May 2020 19:31:01 +0000
To: Lemar, Naweed (OS/ASPA);Robinson, Michael J (HHS/ASPA);Myrie, Simone (OS/ASPA);Bradley, Tasha (OS/ASPA);Formoso, Paula (HHS/ASPA);Daniels, Carla (HHS/ASPA);Felberbaum, Michael (FDA/OC);Caccomo, Stephanie (FDA/OC);Block, Molly (FDA/OC);Galatas, Kate (CDC/OD/OADC);Bonds, Michelle E. (CDC/OD/OADC);Oury, Rachael (CDC/OD);Billet, Courtney (NIH/NIAID) [E];Routh, Jennifer (NIH/NIAID) [E];Burklow, John (NIH/OD) [E];Myles, Renate (NIH/OD) [E];Michael, Gretchen (OS/ASPR/OEA);Kane, Elleen (OS/ASPR/OEA);Danko, Carol (OS/ASPR/IO);Heck, Mia (HHS/OASH);Broido, Tara (HHS/OASH);Sherman, Jennifer (HHS/OASH)
Cc: Blakeman, Scott (OS/ASPA);Brennan, Patrick (OS/ASPA);Caputo, Michael (HHS/ASPA);Foster, Timothy (OS/ASPA);Hall, Bill (HHS/ASPA);McKeogh, Katherine (OS/ASPA);Oakley, Caitlin B. (OS/ASPA);Pratt, Michael (OS/ASPA);Traverse, Brad (HHS/ASPA);Weber, Mark (HHS/ASPA)
Subject: UPDATED: for clearances

Hey Folks – I hope everyone is having a good Friday afternoon. I wanted to send a quick update on the process here. (b)(5)

(b)(5)

Thanks,
Ryan

(b)(5)

(b)(5)

From: Murphy, Ryan (OS/ASPA)
Sent: Monday, May 11, 2020 3:21 PM
To: Lemar, Naweed (OS/ASPA) <Naweed.Lemar@hhs.gov>; Michael Robinson (michael.robinson@hhs.gov) <michael.robinson@hhs.gov>; Simone Myrie (Simone.Myrie@hhs.gov) <Simone.Myrie@hhs.gov>; Bradley, Tasha (OS/ASPA) <Tasha.Bradley@hhs.gov>; Formoso, Paula (HHS/ASPA) <Paula.Formoso@hhs.gov>; Daniels, Carla (HHS/ASPA) <Carla.Daniels@hhs.gov>; Felberbaum, Michael (FDA/OC) <Michael.Felberbaum@fda.hhs.gov>; Caccomo, Stephanie (FDA/OC) <Stephanie.Caccomo@fda.hhs.gov>; Molly Block (Molly.Block@fda.hhs.gov) <Molly.Block@fda.hhs.gov>; Kate Galatas (CDC/OD/OADC) (kkg2@cdc.gov) <kkg2@cdc.gov>; Bonds, Michelle E. (CDC/OD/OADC) <meb0@cdc.gov>; Oury, Rachael (CDC/OD) <QKC3@cdc.gov>; Courtney (NIH/NIAID) Billet [E] (billetc@niaid.nih.gov) <billetc@niaid.nih.gov>; Jennifer (NIH/NIAID) Routh [E] (jennifer.routh@nih.gov) <jennifer.routh@nih.gov>; John Burklow (burklowj@od.nih.gov) <burklowj@od.nih.gov>; Myles, Renate (NIH/OD) [E] <mylesr@mail.nih.gov>; Gretchen Michael (Gretchen.Michael@hhs.gov) <Gretchen.Michael@hhs.gov>; Elleen Kane (OS/ASPR/OEA) (Elleen.Kane@hhs.gov) <Elleen.Kane@hhs.gov>; Danko, Carol (OS/ASPR/IO) <Carol.Danko@hhs.gov>; Mia Heck (HHS/OASH) (Mia.Heck@hhs.gov) <Mia.Heck@hhs.gov>; Tara Broido (Tara.Broido@hhs.gov) <Tara.Broido@hhs.gov>; Jennifer Sherman (HHS/OASH) (Jennifer.Sherman@hhs.gov) <Jennifer.Sherman@hhs.gov>
Cc: Blakeman, Scott (OS/ASPA) <Scott.Blakeman@hhs.gov>; Brennan, Patrick (OS/ASPA) <Patrick.Brennan@hhs.gov>; Caputo, Michael (HHS/ASPA) <Michael.Caputo@hhs.gov>; Foster, Timothy (OS/ASPA) <Timothy.Foster@hhs.gov>; Hall, Bill (HHS/ASPA) <bill.hall@hhs.gov>; McKeogh, Katherine (OS/ASPA) <Katherine.McKeogh@hhs.gov>; Oakley, Caitlin B. (OS/ASPA) <Caitlin.Oakley@HHS.GOV>; Pratt, Michael (OS/ASPA) <Michael.Pratt@hhs.gov>; Traverse, Brad (HHS/ASPA) <Brad.Traverse@hhs.gov>; Weber, Mark (HHS/ASPA) <Mark.Weber@hhs.gov>
Subject: RE: for clearances

Just a quick follow-up here to clarify on this: there's not been a change in the COVID-19 clearance process. Stuff still needs to be flagged for ASPA and/or approved by ASPA

(b)(5)

From: Murphy, Ryan (OS/ASPA)
Sent: Monday, May 11, 2020 12:42 PM
To: Lemar, Naweed (OS/ASPA) <Naweed.Lemar@hhs.gov>; Michael Robinson (michael.robinson@hhs.gov) <michael.robinson@hhs.gov>; Simone Myrie (Simone.Myrie@hhs.gov) <Simone.Myrie@hhs.gov>; Bradley, Tasha (OS/ASPA) <Tasha.Bradley@hhs.gov>; Formoso, Paula (HHS/ASPA) <Paula.Formoso@hhs.gov>; Daniels, Carla (HHS/ASPA) <Carla.Daniels@hhs.gov>; Felberbaum, Michael (FDA/OC) <Michael.Felberbaum@fda.hhs.gov>; Caccomo, Stephanie (FDA/OC) <Stephanie.Caccomo@fda.hhs.gov>; Molly Block (Molly.Block@fda.hhs.gov) <Molly.Block@fda.hhs.gov>; Kate Galatas (CDC/OD/OADC) (kkg2@cdc.gov) <kkg2@cdc.gov>; Bonds, Michelle E. (CDC/OD/OADC) <meb0@cdc.gov>; Oury, Rachael (CDC/OD) <QKC3@cdc.gov>; Courtney (NIH/NIAID) Billet [E] (billetc@niaid.nih.gov) <billetc@niaid.nih.gov>; Jennifer (NIH/NIAID) Routh [E] (jennifer.routh@nih.gov) <jennifer.routh@nih.gov>; John Burklow (burklowj@od.nih.gov) <burklowj@od.nih.gov>; Myles, Renate (NIH/OD) [E] <mylesr@mail.nih.gov>; Gretchen Michael

(Gretchen.Michael@hhs.gov) <Gretchen.Michael@hhs.gov>; Elleen Kane (OS/ASPR/OEA) (Elleen.Kane@hhs.gov) <Elleen.Kane@hhs.gov>; Danko, Carol (OS/ASPR/IO) <Carol.Danko@hhs.gov>; Mia Heck (HHS/OASH) (Mia.Heck@hhs.gov) <Mia.Heck@hhs.gov>; Tara Broido (Tara.Broido@hhs.gov) <Tara.Broido@hhs.gov>; Jennifer Sherman (HHS/OASH) (Jennifer.Sherman@hhs.gov) <Jennifer.Sherman@hhs.gov>
Cc: Blakeman, Scott (OS/ASPA) <Scott.Blakeman@hhs.gov>; Brennan, Patrick (OS/ASPA) <Patrick.Brennan@hhs.gov>; Caputo, Michael (HHS/ASPA) <Michael.Caputo@hhs.gov>; Foster, Timothy (OS/ASPA) <Timothy.Foster@hhs.gov>;Hall, Bill (HHS/ASPA) <bill.hall@hhs.gov>; McKeogh, Katherine (OS/ASPA) <Katherine.McKeogh@hhs.gov>; Oakley, Caitlin B. (OS/ASPA) <Caitlin.Oakley@HHS.GOV>; Pratt, Michael (OS/ASPA) <Michael.Pratt@hhs.gov>; Traverse, Brad (HHS/ASPA) <Brad.Traverse@hhs.gov>; Weber, Mark (HHS/ASPA) <Mark.Weber@hhs.gov>
Subject: for clearances

Hey Folks – (b)(5)

(b)(5)

EXHIBIT 4

From: Caputo, Michael (HHS/ASPA)
Sent: 22 May 2020 15:19:40 +0000
To: Caputo, Michael (HHS/ASPA);Ryan.Murphy@hhs.gov;Hensley, Gordon (HHS/ASPA);Traverse, Brad (HHS/ASPA);Weber, Mark (HHS/ASPA);Hall, Bill (HHS/ASPA);Pratt, Michael (OS/ASPA);Hutchinson, Kim (HHS/ASPA);Palosky, Stacey (OS/ASPA);Wilker, Michael (HHS/ASPA);Oakley, Caitlin B. (OS/ASPA);Gaylord, Brandon (OS/ASPA);Thorman, Caroline (ACF);Wolfe, Kenneth (ACF);Leonardo, Samantha-Ashley (ACF);Phillips, Christine (ACL);Holland, Howard (AHRQ/OC);Heldman, Amy B. (CDC/OD/OADC);Bonds, Michelle E. (CDC/OD/OADC);Galatas, Kate (CDC/OD/OADC);Lepore, Loretta (CDC/OD/OCS);Corry, Thomas (CMS/OA);Ceballos, Kelly L. (CMS/OC);Fetalvo, Ninio (CMS/OC);Howden, Catherine (CMS/OC);Wallace, Mary H. (CMS/OC);Lynch, Sarah (FDA/OC);Caliguiri, Laura (FDA/OC);Rebello, Heidi (FDA/OC);Peddicord, Sarah (FDA/OC);Stark, Angela (FDA/CDER);Rabin, Tara G. (FDA/OC);Kimberly, Brad (FDA/OC);Choi, Christy (HRSA);Kramer, Martin (HRSA);Olague, Richard (HRSA);Buschick, Jennifer (IHS/HQ);Barnett, Joshua (IHS/HQ);Burklow, John (NIH/OD) [E];Myles, Renate (NIH/OD) [E];Fine, Amanda (NIH/OD) [E];Prince, Scott (NIH/OD) [E];Aspiazu, Coqui (SAMHSA/OC);Garrett, Christopher (SAMHSA/OC);Snow, Catherine (OS/Partnership Center);Schaeffer, Alison (HHS/OS/OGA);Heck, Mia (HHS/OASH);Broido, Tara (HHS/OASH);Sherman, Jennifer (HHS/OASH);Migliaccio-Grabill, Kate (HHS/OASH);Michael, Gretchen (OS/ASPR/OEA);Kane, Elleen (OS/ASPR/OEA);Waters, Cicely (OS/ASPR/OEA);Seeger, Rachel (HHS/OCR);Grossu, Arina (HHS/OCR) (CTR);Tennery, Michele (HHS/OCR) (CTR);Williams, Tesia D (OIG/IO);Caplan, Zhan (OS/ONC);Ashkenaz, Peter (OS/ONC);Yates, Erick (OS/ASA);Flanders, Bobby (OS/ASA/OCIO);Shelton, Carrie A (HHS/OS/OMHA);O'Connor, Alejandra (OS/OMHA);Bannister, Kimberly (OS/ONS);Scott, Katherine (OS/DAB);Leblanc, Kourtney (OS/DAB) (CTR);Billet, Courtney (NIH/NIAID) [E];Alexander, Paul (HHS/ASPA) (VOL)
Cc: OS - ASPA
Subject: Moving forward together

Dear HHS Communications Colleagues:

Thanks for joining the video conference call Tuesday afternoon. I appreciate all your insider tips. In particular, I heard a lot about tapping the resources available, including expertise and communications channels.

I hit the ground running here and don't have time to reinvent the wheel. At the same time, I don't think we are achieving our potential. I am amazed and proud of the achievements of HHS staff and programs I learn about on a daily basis. But, these achievements are not what I see consistently in the news, on social media or hear in hallway chatter.

I want to take advantage of your expertise and explore opportunities for reaching the American public with information they can use to make informed decisions about their health and wellness. But first I need your help reinstating long established best practices.

Beginning Tuesday, May 26th, all HHS operating and staff division media inquiries and press materials (e.g. news releases, talking points, etc.) must be passed solely to ASPA for clearance. There is no longer a need to submit your incoming press opportunities or press materials anywhere else. ASPA is committed to clearing these quickly. (b)(5)

You can do this as usual by emailing your clearance request in standard form to the OS-Interviews inbox (interviews@hhs.gov) for press opportunities and the OS-Releases inbox (releases@hhs.gov) for press materials.

I introduced Brad Traverse and Gordon Hensley on the video call. Brad, as we discussed, is your focused point of contact in ASPA for all clearance issues and Gordon will work with you to increase the flow and

tenor of vital active media outreach. They will reach out to you soon to get a better understanding of your operations and how we can work together to advance the HHS mission. Dr. Paul Alexander, who was not on the call, has also joined the ASPA team as a senior policy advisor. He has and will continue to engage a number of you on specific scientific and medical inquiries.

I look forward to working with you and your communications teams more closely and rapidly. I hope to schedule a visit for me to your offices when time and government operating status permits. Thank you again for your commitment to our department and the American people.

Sincerely,

Michael R. Caputo
Assistant Secretary for Public Affairs
US Department of Health and Human Services
(b)(6)

PS: Please see the attached messaging document laying out the core facts behind the Secretary's important "Health v Health" public outreach - messages we need all divisions to resonate when appropriate. The Secretary published an oped in the Washington Post today which drives this, and we hope you'll share this widely.

EXHIBIT 5

DRAFT CDC Communication and Media Strategy for the Coronavirus Disease 2019 Response

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EXHIBIT 6

DRAFT CDC Communication and Media Strategy for the Coronavirus Disease 2019 Response

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EXHIBIT 7

From: Sokler, Lynn (CDC/OD/OADC)
Sent: 13 Mar 2020 17:59:26 +0000
To: Daniel, Katherine Lyon (CDC/DDPHSIS/OD)
Cc: Gaines-McCollom, Molly (CDC/OD/OADC);Sokler, Lynn (CDC/OD/OADC)
Subject: RE: CDC Comms and Media Strategy
Attachments: CDC_Comms and Media Strategy for COVID-19_3-13-20_LS.docx

Hi, did another pass at this. (b)(5) (b)(5) After this, what are your next steps?
Thanks, Lynn

From: Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>
Sent: Friday, March 13, 2020 9:49 AM
To: Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>; Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>
Cc: Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>
Subject: RE: CDC Comms and Media Strategy

Wait, let me do another pass at this - hope this afternoon. Thanks, Lynn

---

From: Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>
Sent: Friday, March 13, 2020 9:40 AM
To: Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>; Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>
Subject: RE: CDC Comms and Media Strategy

Here you go!

From: Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>
Sent: Friday, March 13, 2020 9:38 AM
To: Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>; Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>
Subject: RE: CDC Comms and Media Strategy

Can you join the call now?

From: Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>
Sent: Friday, March 13, 2020 9:37 AM
To: Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>
Cc: Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>; Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>
Subject: RE: CDC Comms and Media Strategy

Good, (b)(5)

Katherine – what are next steps?.

From: Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>
Sent: Friday, March 13, 2020 9:32 AM
To: Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>
Cc: Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>
Subject: CDC Comms and Media Strategy

Lynn – ready for you! (b)(5) I recommend (b)(5)
(b)(5)

See what you think.

Molly Gaines-McCollom, PhD, MPH
Office of the Associate Director for Communication
Centers for Disease Control and Prevention
404.639.5061 work / 404.769.7956 cell
MGainesMcCollom@cdc.gov

DRAFT CDC Communication and Media Strategy for the Coronavirus Disease 2019 Response

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EXHIBIT 8

From: Olivares, Dagny (CDC/DDPHSIS/CPR/DEO)
Sent: 24 Feb 2020 21:49:37 +0000
To: Bonds, Michelle E. (CDC/OD/OADC)
Cc: Burns, Erin (CDC/DDID/NCIRD/ID);CDC IMS JIC OADC LNO -2;CDC IMS JIC Lead -2
Subject: Updated Comm & Media Strategy (for ASPA)
Attachments: CDC_Comms and Media Strategy for COVID-19_022420.docx
Importance: High

Michelle, we have a request to provide our Comm & Media Strategy to ASPA this afternoon. The attached document resolves all the comments we received during the review process. You requested to review it after that before we finalize the document (and share with ASPA).

Would it be possible for you to review in the next hour and either send it back to us to make any changes, send it back to us to send to ASAP, or send it on to ASPA yourself?

Thank you,
Dagny

Dagny E. P. Olivares
Joint Information Center (JIC) Co-Lead
Coronavirus Disease 2019 (COVID-19) Response
404-271-3054
eocjiclead2@cdc.gov

DRAFT CDC Communication and Media Strategy for the Coronavirus Disease 2019 Response

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EXHIBIT 9

From: Bedrosian, Sara (CDC/OD/OADC)
Sent: 10 Feb 2020 21:47:39 +0000
To: Bonds, Michelle E. (CDC/OD/OADC);Galatas, Kate (CDC/OD/OADC);Heldman, Amy B. (CDC/OD/OADC);Haynes, Benjamin (CDC/OD/OADC);Sokler, Lynn (CDC/OD/OADC);Gaines-McCollom, Molly (CDC/OD/OADC);Das, Mansi S. (CDC/OD/OADC);Dempsey, Jay H. (CDC/OD/OADC)
Cc: Crawford, Carol Y. (CDC/OD/OADC);CDC IMS JIC OADC LNO -2
Subject: Request for review/feedback: 2019-nCov Response Communication Strategy Group/due Friday, February 14 by 4 PM
Attachments: DRAFT Comms and Media Strategy for n-Cov_012320_srb.docx
Importance: High

Just OADC,

I took a first pass through the nCoV Comms and Media Strategy. I added Mansi and Jay for their areas of expertise, with comments in the document where I think your input it most needed. Please review and send any comments back to me for consolidation **no later than Friday, February 14, at 4 PM**. I will send back to the response.

Thank you,

Sara

From: Olivares, Dagny (CDC/DDPHSIS/CPR/DEO) <dvp2@cdc.gov>
Sent: Friday, February 7, 2020 7:33 PM
To: CDC IMS JIC Lead -2 <eocjiclead2@cdc.gov>; Bonds, Michelle E. (CDC/OD/OADC) <meb0@cdc.gov>; Galatas, Kate (CDC/OD/OADC) <kkg2@cdc.gov>; Heldman, Amy B. (CDC/OD/OADC) <evd4@cdc.gov>; Bedrosian, Sara (CDC/OD/OADC) <eri7@cdc.gov>; Haynes, Benjamin (CDC/OD/OADC) <fxq2@cdc.gov>; Burns, Erin (CDC/DDID/NCIRD/ID) <eub5@cdc.gov>; LaPorte, Kathleen (CDC/DDID/NCIRD/ID) <wng2@cdc.gov>; Jiles, Angela (CDC/DDID/NCIRD/DBD) <avb8@cdc.gov>; Lubell, Keri M. (CDC/DDPHSIS/CPR/DEO) <kgl0@cdc.gov>; Briseno, Lisa (CDC/DDPHSIS/CPR/DEO) <hsi0@cdc.gov>; Khan, Ibad (CDC/DDPHSIS/CPR/DEO) <vpu5@cdc.gov>; Jordan, Douglas E. (CDC/DDID/NCIRD/ID) <fud7@cdc.gov>; Schindelar, Jessica (CDC/DDID/NCEZID/DHQP) <ghq1@cdc.gov>; Shockey, Caitlin E. (CDC/DDID/NCEZID/DGMQ) <gqw6@cdc.gov>; Hansen, Donda L. (CDC/DDPHSIS/CGH/OD) <xcb1@cdc.gov>; Nordlund, Kristen (CDC/DDID/NCIRD/OD) <hok4@cdc.gov>; Marshall, Maureen (CDC/DDID/NCIRD/OD) <bkf0@cdc.gov>; Brown, Allyson (CDC/DDPHSIS/CPR/DSLR) <ajj2@cdc.gov>; Allen, Elizabeth (CDC/DDID/NCEZID/DPEI) <lrk5@cdc.gov>; Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>; Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>; Horvath, Jennifer R. (CDC/DDPHSIS/CPR/DSAT) <ell5@cdc.gov>; Ward-Cameron, Conne (CDC/OCOO/OCIO) <goa4@cdc.gov>
Cc: CDC IMS JIC Emergency Clearance-2 <eocjicclear2@cdc.gov>; CDC IMS JIC Triage -2 <eocjictriage2@cdc.gov>
Subject: RE: 2019-nCov Response Communication Strategy Group

Thank you for attending the initial Communication Strategy Group meeting. Attached please find the DRAFT Communication and Media Strategy for the 2019-nCoV response.

Please note: the attachment includes updates to the version that was distributed in the room, including

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As discussed in the meeting, we are requesting your input and recommendations, which we will use to finalize the first iteration of this strategy document. Remember we don't want to get too detailed here as this is intended to be a high-level, overarching plan for our response (i.e., this is the globe, not a street map).

Please return your comments to the JIC Lead functional box (eocjiclead2@cdc.gov) by **5:00 pm, Friday, February 14**. We will incorporate them and distribute a revised document.

Thank you,
Dagny on behalf of the JIC Leadership Team

-----Original Appointment-----
From: CDC IMS JIC Lead -2 <eocjiclead2@cdc.gov>
Sent: Wednesday, February 5, 2020 5:24 PM
To: CDC IMS JIC Lead -2; Bonds, Michelle E. (CDC/OD/OADC); Galatas, Kate (CDC/OD/OADC); Heldman, Amy B. (CDC/OD/OADC); Bedrosian, Sara (CDC/OD/OADC); Haynes, Benjamin (CDC/OD/OADC); Burns, Erin (CDC/DDID/NCIRD/ID); LaPorte, Kathleen (CDC/DDID/NCIRD/ID); Jiles, Angela (CDC/DDID/NCIRD/DBD); Olivares, Dagny (CDC/DDPHSIS/CPR/DEO); Lubell, Keri M. (CDC/DDPHSIS/CPR/DEO); Briseno, Lisa (CDC/DDPHSIS/CPR/DEO); Khan, Ibad (CDC/DDPHSIS/CPR/DEO); Jordan, Douglas E. (CDC/DDID/NCIRD/ID); Schindelar, Jessica (CDC/DDID/NCEZID/DHQP); Shockey, Caitlin E. (CDC/DDID/NCEZID/DGMQ); Hansen, Donda L. (CDC/DDPHSIS/CGH/OD); Nordlund, Kristen (CDC/DDID/NCIRD/OD); Marshall, Maureen (CDC/DDID/NCIRD/OD); Brown, Allyson (CDC/DDPHSIS/CPR/DSLR); Allen, Elizabeth (CDC/DDID/NCEZID/DPEI); Sokler, Lynn (CDC/OD/OADC); Gaines-McCollom, Molly (CDC/OD/OADC); Horvath, Jennifer R. (CDC/DDPHSIS/CPR/DSAT); Ward-Cameron, Conne (CDC/OCOO/OCIO)
Cc: CDC IMS JIC Emergency Clearance-2; CDC IMS JIC Triage -2
Subject: 2019-nCov Response Communication Strategy Group
When: Friday, February 7, 2020 3:00 PM-4:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Building 21, Room 11116 (or conference line)

Please join us for the initial communication strategy group meeting for the 2019-nCoV response. Please note: for this meeting, we are inviting Task Force communication leads, JIC team leads, and key OADC staff by name (not functional box). If you are unable to attend this week's meeting, please designate an alternate attendee and let us know who that is so we can invite that individual.

JIC Conference Line (2019-nCoV)

Toll Free: 1-866-880-0098

International: 1-210-795-1100

Passcode: (b)(6)

Thank you,
2019-nCov JIC Leadership Team

eocjiclead2@cdc.gov

DRAFT CDC Communication and Media Strategy for 2019 Novel Coronavirus Response

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EXHIBIT 10

From: Daniel, Katherine Lyon (CDC/DDPHSIS/OD)
Sent: 11 Mar 2020 13:24:36 +0000
To: Sokler, Lynn (CDC/OD/OADC);Gaines-McCollom, Molly (CDC/OD/OADC)
Cc: Mitchell, Jennifer R. (CDC/OD/OADC)
Subject: RE: COVID Communication and Media Strategy Plan
Attachments: CDC_Comms and Media Strategy for COVID-19_3-5-20-mgm_LS KLD.docx

Here is the next version. I edited in everything except the table, which we had discussed yesterday. I would like to take another stab at cutting it back but first need some of my overall comments/questions addressed about how necessary some of these main sections are.
Still very duplicative but I got as far as I could this morning. Also, seems that Dagny/Sara B were also working on this document, should we bring them in too?
KLDF

From: Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>
Sent: Monday, March 9, 2020 5:37 PM
To: Daniel, Katherine Lyon (CDC/DDPHSIS/OD) <kdl8@cdc.gov>
Cc: Sokler, Lynn (CDC/OD/OADC) <zsz0@cdc.gov>; Gaines-McCollom, Molly (CDC/OD/OADC) <iwg9@cdc.gov>
Subject: COVID Communication and Media Strategy Plan

Katherine,
Please see our comments and edits attached.
Thanks, Lynn

Lynn A. Sokler|Senior Communication Advisor|Office of the Director|Office of the Associate Director for Communication| Centers for Disease Control and Prevention|Mailing: 1600 Clifton Road MS-E-69| Atlanta, GA 30329| zsz0@cdc.gov| office 404-498-6617 |bus. cell 404-409-5556|fx 404-498-0945



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