

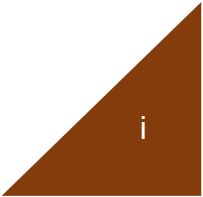
National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP)
Current Best Practices in Animal Emergency Management

Planning and Resource Management





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Preface

The evolution of disaster response over the last decade was the catalyst for revising animal emergency management practices. The United States Department of Agriculture's (USDA) Animal and Plant Health Inspection Service Animal Care funded a cooperative agreement with the University of Kentucky.

This agreement was to collaborate with the National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP), the National Animal Rescue and Sheltering Coalition (NARSC), the American Veterinary Medical Association (AVMA), and other key stakeholders to update, consolidate, and create animal emergency management best practices.

The 2023 NASAAEP Current Best Practices in Animal Emergency Management documents are the result of extensive work by subject matter experts (SMEs) over a 24-month period. Document topics and content development were guided by the Best Practices Working Group (BPWG) Steering Committee and subjected to a rigorous external peer review process. The documents include:

- Incident Command and Coordination
- Planning and Resource Management
- Community Engagement and Outreach
- Animal Search and Rescue
- Disaster Veterinary Medical Response
- Decontamination
- Household Pet Evacuation and Transportation
- Equine Evacuation and Transportation
- Mass Care and Sheltering

NOTE: Links to external resources are denoted by underlined text.

The core planning team gratefully acknowledges the significant contributions of everyone who provided time, expertise, and resources for the development and review of these documents.

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Planning Roadmap

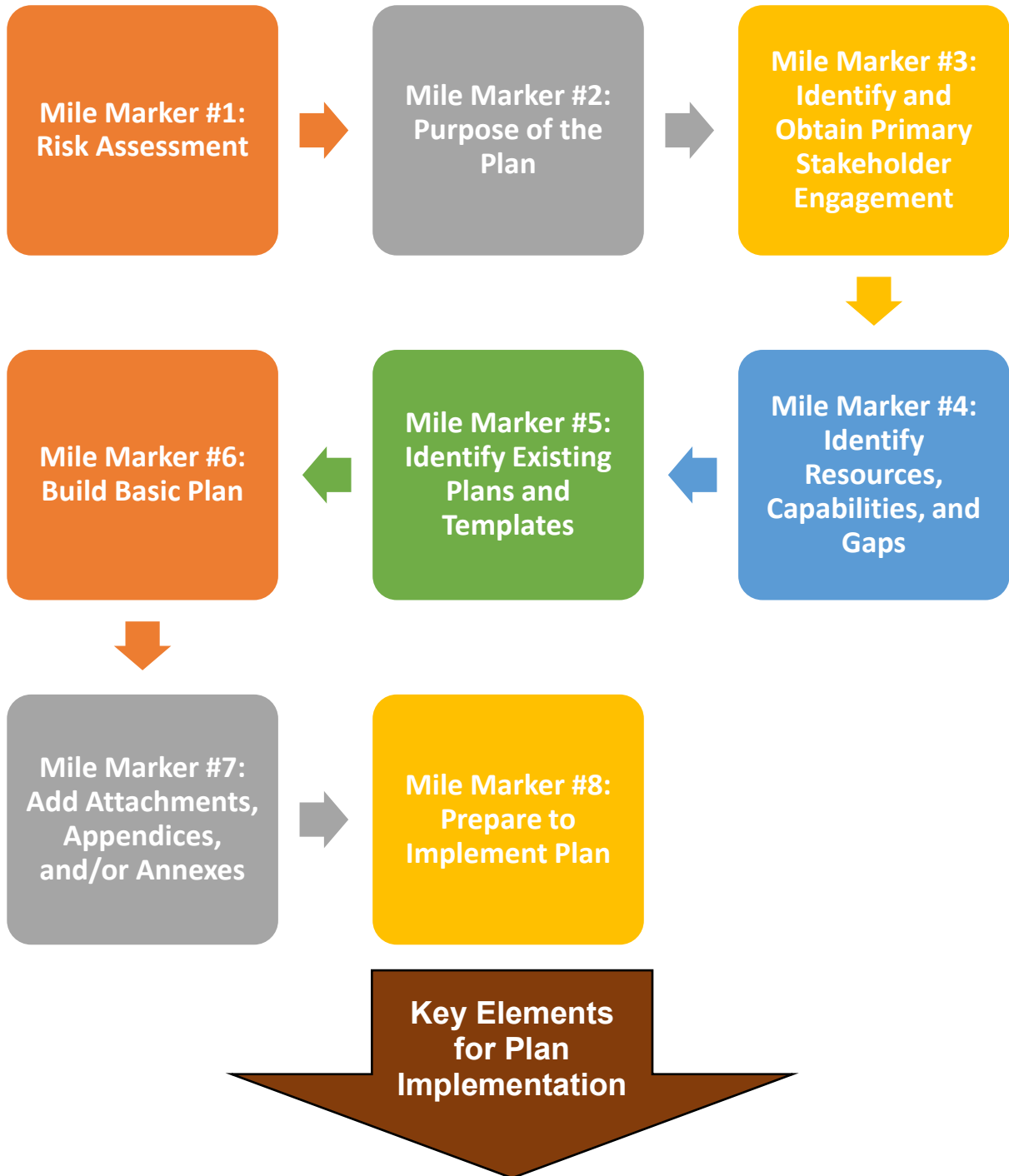


Figure 1: Animal Emergency Management Planning Roadmap

Key Elements for Plan Implementation

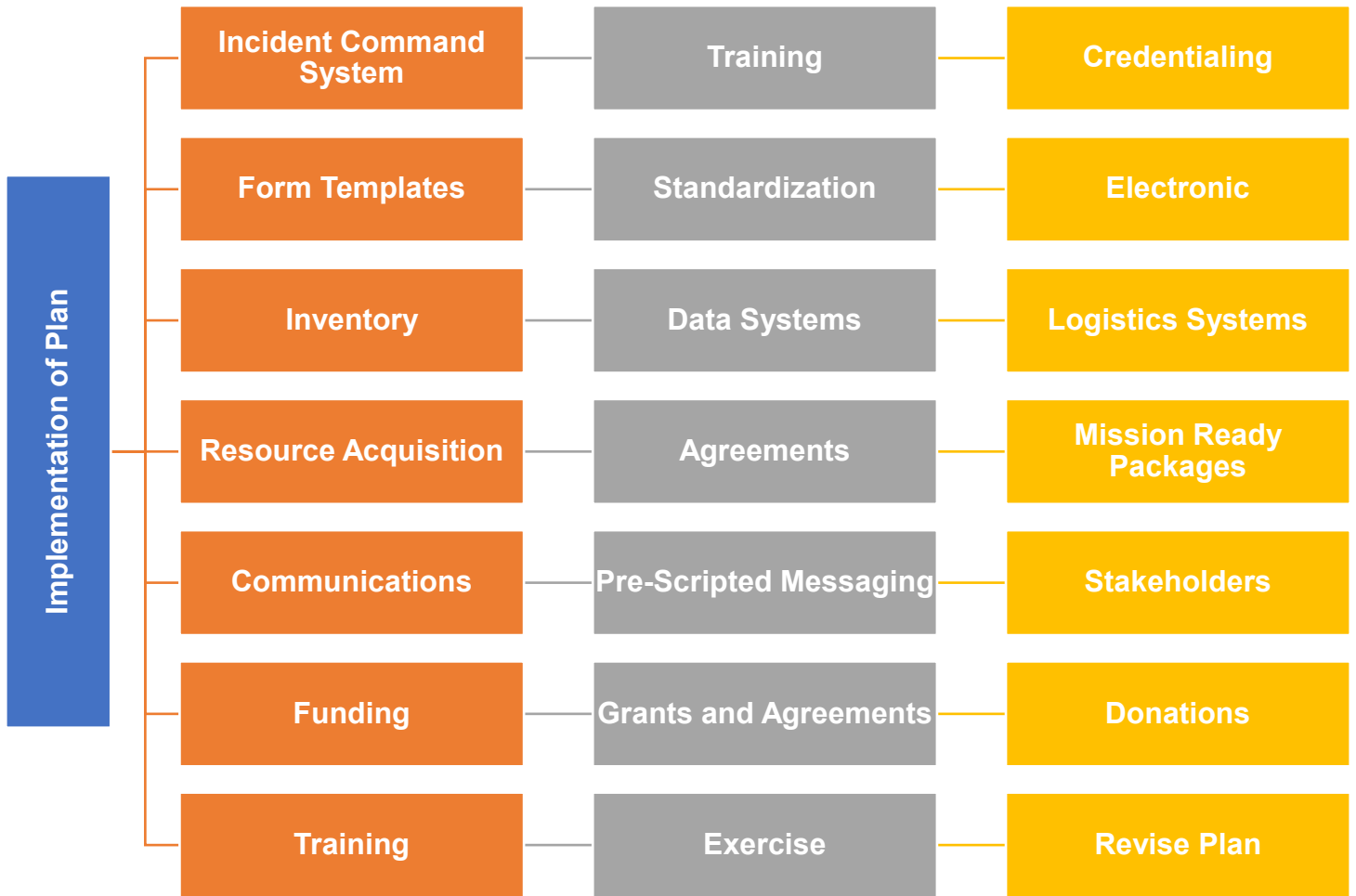


Figure 2: Key Elements for Plan Implementation

Section I: Introduction and Plan Development

Purpose of Document

This document provides an eight-step “roadmap,” (Figure 1) and key elements (Figure 2) framework for plan development in implementation to assist those responsible for animal emergency management planning in their jurisdictions. It is intended to be used by planners in governmental and non-governmental positions at the federal, state, and local levels. The resources in this document are meant to help planners fulfill their responsibilities for developing and maintaining actionable community disaster animal response plans.

Ultimately, elected officials are responsible for emergency plans and the management of disasters within their jurisdiction. Almost always, however, these responsibilities are fulfilled through delegation and assignment to agencies within their jurisdiction via statute and policy.

In most jurisdictions, the emergency management agency has the responsibility to prepare plans and support an emergency incident. The authority for response depends on the nature of the emergency and the statutory authorities of agencies in that jurisdiction.

Emergency plan development occurs under the supervision and authority of the emergency management agency but requires extensive input from stakeholders and subject-matter experts. The title emergency manager typically refers to the head of the jurisdictional emergency management agency.

Animal emergency management is a complex array of responsibilities and capabilities shared among many individuals from many sectors, including local, state, tribal, territorial, federal, and non-governmental organizations. Planning for animal emergencies is a critical preparedness component for successfully executing and recovering from an incident.

In this document, the title “Animal Emergency Management Planner” (AEMP) is necessarily a loosely defined term and in many, if not most, jurisdictions, no one is endowed with that specific title. Rather, the AEMP refers to those individuals who

Animal Emergency Management Planner

In this document, the title “Animal Emergency Management Planner” is necessarily a loosely defined term and in many, if not most, jurisdictions, no one is endowed with that specific title. Rather, the AEMP refers to those individuals who possess some, if not primary, responsibility for creating and supporting jurisdictional plans that encompass animal issues.

possess some, if not primary, responsibility for creating and supporting jurisdictional plans that encompass animal issues.

While response operations are a critical element with which the planner needs significant familiarity and experience, this document focuses on the planning up to the point that a response is initiated. At that point of plan execution, the *NASAAEP 2023 Current Best Practices in Animal Emergency Management Incident Command and Coordination* picks up where this document leaves off.

Using the Roadmap and Key Elements for Implementation

The Roadmap provides a visual representation of the elements of successful animal emergency management planning.

The Roadmap (Figure 1) may be used as a checklist for developing a plan. This document will address each block in detail to give planners as much information as possible to develop an implementable plan upon completion of this document. Many of the block steps may overlap, be interchangeable, or happen simultaneously, but the intent was to provide clear steps that can lead to the completion of a plan. Plans and the planning process are meant to be flexible! Written plans are only as effective as they are implementable.


Plans are response guides. Therefore, the Key Elements (Figure 2) of plans must be made actionable. Some of those key elements have been outlined in this document and addressed in the appendices or may be addressed in the other best practice working group documents. Appendices provide forms, templates, and checklists to assist planners in producing a plan that is simple, practical, and actionable.

The Planning Process

As you begin the planning process, it is important to recognize that planning requires collaboration with local, state, tribal, territorial, and federal agencies and non-governmental organizations.

The AEMP should ensure the planning process includes a wide variety of stakeholders within each jurisdiction. These stakeholders bring expertise, resources, and the energy needed to complete the planning process, fuel preparedness efforts, and engage in response and recovery operations following the jurisdictional plan. They should formally be included as a component of the overall ICS structure.

Animal emergency management planners in governmental positions are often tasked by the governor, State Emergency Management, County Emergency Management, or other community and political leaders to develop plans and have authorities and



statutory responsibilities to address that also require engaging stakeholders in the planning process.

Official guidance from FEMA on state, local, tribal, and territorial planning can be found in the [Comprehensive Preparedness Guide 101 \(CPG-101\)](#). The information in the CPG-101 is invaluable to both beginning and experienced planners. It contains valuable information on understanding the basics of planning and it is recommended to review that document before writing any plan.

This document is not a review of the CPG-101 but will focus on planning items that are specific to animal emergency management including, but not limited to, some of the issues listed below.

- What does animal emergency management address?
- Why plan for emergency animal issues?
- Which critical infrastructure and key resources can be impacted by animal incidents?



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Section II: Following the Roadmap

Mile Marker #1: Risk Assessment

Before you begin developing a plan, you must know what it is you are planning for. Is it a wildfire, hurricane, earthquake, disease, or something else? What is the likelihood and impact on your community and animal populations? How many animals and what types are at risk of being affected?

The AEMP should understand hazards, vulnerabilities, consequences, probabilities, and risks in addition to the types of animals in their jurisdiction. Existing data may exist and be available through federal and state data, local organizations, and other stakeholders.

Jurisdictional emergency managers work with all emergency management partners to develop a jurisdictional Threat and Hazard Identification and Risk Assessment (THIRA). Generally, those developing animal or agriculturally specific plans should be able to get information on the THIRA document. They should not have to conduct an independent risk assessment. Applying the specifics of animal and agricultural-specific risks, vulnerabilities, and consequences is an important first step in building jurisdictional plan components for those sectors. The Federal Emergency Management Agency (FEMA) provides guidance and tools for the development of a jurisdictional THIRA.

See *Attachment A: Risk Assessment Questionnaire for the Animal Emergency Management Planner*, which is adapted from the THIRA and is designed to guide you through a three-step risk assessment process. The outputs from this process lay the foundation for determining your community's capability gaps for animal emergency planning and stakeholder engagement.

When complete, the AEMP should be able to:

- Identify the most likely emergency hazards that will have animal/agricultural impacts.
- Identify the types of animals in the community, and the estimated number of each type using surveys and the AVMA Pet Ownership Calculator Tool.
- Describe the consequences for the most probable of these hazards, which can be the baseline for the all-hazards planning process.
- Identify additional consequences for less probable hazards/incidents and use the planning process to identify how the animal response can expand to meet additional needs.
- Based on the threats, hazards, and impacts, better understand your priorities and purpose for your plan as you engage stakeholders.

Additional Information, Tools, and Templates

- *Attachment A: Risk Assessment Questionnaire for the Animal Emergency Management Planner*
- *Appendix C: Understanding Hazards, Vulnerabilities, Consequences, Probability, and Risk*
- *Appendix D: Questions and Resources to Determine Necessity of Planning for Animal Emergencies*
- [AVMA Emergency Planning Guide](#)

Mile Marker #2: Purpose of the Plan

Plans are written for many different reasons with many different operational priorities. Multiple reasons may be addressed in one plan, or a plan may address a single reason. The information collected in Mile Marker #1 will help drive the purpose of your plan by establishing goals and objectives. Plans may be written to solely address animals or can be written in conjunction to address other issues as well such as humans and/or the environment.

Typical Categories of Animals Addressed in Emergency Plans

Household Pets

Household pets are generally considered fully domesticated animals, such as cats and dogs. During the planning process, it is wise to consider that people may have species in the home that may not be domesticated such as reptiles, amphibians, fish, and pocket pets.

Assistance and Service Animals

Service animals are those that assist people with disabilities and are provided certain protections under the Americans with Disabilities Act (ADA). Both the ADA and Pets Evacuation and Transportation Standards (PETS) Act – amendment to the Stafford Act – include mandates regarding service animals during disasters and should be addressed when developing emergency operations plans. Assistance animals are defined under the Fair Housing Act, and this includes emotional support animals as well as service animals.

Livestock

Plans should account for commercial and non-commercial or backyard livestock. Communication, stakeholder interest, preparedness and response can be considerably different between commercial and non-commercial animal groups, species, and owners. There are often federal, state, and local regulations that address handling and response issues including quarantine for disease control and disposal of dead animals.

Working Animals

The animals in this category provide essential services to military, law enforcement and emergency response agencies. They are granted special legal protections and privileges beyond those of most other animals and should be provided with the highest level of care.

Wildlife – Native & Captive Exotic Species

The impact of a disaster on native wildlife, critical environments, or threatened/endangered species may be significant. Management of wildlife during disasters is challenging, but also a source of intense media and public interest. Displaced wildlife seeking food and shelter may encounter humans in unusual and potentially dangerous circumstances, such as snakes seeking higher ground and ending up in houses.

Captive or Concentrated Animal Populations

Captive and concentrated animal populations may exist in a variety of settings, including:

- Biomedical research facilities
- Zoos, sanctuaries, wildlife parks
- Commercial breeding operations/pet retailers
- Kennels/veterinary hospitals/animal shelters
- Confined animal feeding units/feedlots/intensive livestock farming operations

These facilities may pose special challenges in animal emergency management for several reasons:

- Number of animals present
- Special evacuation/transportation needs
- Special needs animal populations
- High-value, rare, or endangered species
- Location of facilities for sheltering after evacuation
- Potential danger to people in dealing with large carnivores such as bears, exotic cats, etc.
- Appropriate management of native and exotic free-ranging or captive wildlife requires a multidisciplinary approach and a unique skill set

Reasons to Include Animals in Plans

Protection of Animal Welfare

Animals possess a high societal value due to the very strong bond between owners and animals. The human-animal bond may exist between humans and household pets or other animals, including those within the managed wildlife community. People may risk their lives for animals.

The media has historically been highly interested in animal stories during disasters, and actions or inactions on the part of emergency management may face substantial public scrutiny. The AEMP has an opportunity to coordinate efforts within their jurisdiction to create effective plans consistent with the community's view on animal welfare or well-being.

Protection of Public Safety

People may put themselves at risk to protect animals and, through their actions or inactions, endanger responders or divert critical response resources. While this conduct is well documented about household pets (as in Hurricane Katrina and other incidents), similar behaviors may occur in livestock owners.

Zoos and aquaria have been severely damaged during storms, with teams of employees remaining behind to care for these animals. Containment facilities have been compromised, allowing the escape of dangerous species. Isolated animal escapes also occur, potentially threatening the safety of employees and the public.

Jurisdictions can be expected to better protect the public and responders by managing animal issues effectively during emergency incidents.

Protection of Public Health

- **Mental Health:** In times of disaster, survivors and responders are all under tremendous physical and mental stress. The loss of pets or other animals can be a serious source of grief and anxiety. The safety and survival of animals may positively support the mental health of both survivors and responders. In many cases, allowing evacuees in an emergency shelter to have some access to their animals and help care for them has very positive mental health benefits.
- **General Health:** Zoonotic diseases are infectious diseases that can infect both people and animals. The risk of zoonotic diseases may increase during disasters and reasonable actions must be taken to control risk. Such actions may include assuring appropriate animal decontamination, preventive healthcare, and disease monitoring of sheltered animals, controlling stray animal populations,

removal of animal carcasses, tracking and managing animal bites (to people or other animals), and distributing public information on zoonotic disease risks.

Protection of the Environment

Mass animal mortality can be a consequence of disasters. Animal carcasses need to be handled quickly to prevent further contamination of land and water resources that will be used by humans and animals.

The best way to prevent mass mortality is to keep those animals out of harm's way if possible. This could mean moving livestock and animals out of the path of a hurricane or ensuring feeding-in-place operations are established for stranded livestock after flooding to decrease further losses.

Protection of Food Safety and Security

Livestock play a key role in our nation's supply of food and fiber. Livestock agriculture is a key component of our national economy, comprising approximately 13% of the U.S. gross domestic product. Many rural communities rely on agriculture as a critical element of their local economy.

Appropriate jurisdictional plans and response capabilities about livestock agriculture, including foreign animal disease response, should be a key element of emergency operations plans for many jurisdictions.

Completing the Risk Assessment

This planning guide is meant to guide how to develop a plan for any of the above issues and address any of the animals that are at risk.

When complete, the AEMP should be able to choose the applicable items for inclusion in an animal response plan that satisfies the community risk, needs, emergency management direction, and political leadership. An emergency management truism is, "It's easier to explain why you need a plan than why you didn't have one."

Additional Information, Tools, and Templates

- *Appendix E: Federal and State Mandates*
- *Appendix F: Planning for Chemical, Biological, Nuclear and Radiological Incidents*

Mile Marker #3: Identify & Obtain Primary Stakeholder Engagement

Effective planning and preparedness for all phases of emergency management requires a diverse knowledge base and stakeholder collaboration to ensure the whole community is represented and involved in the planning process. The whole community approach to disaster planning relies on planning assumptions, mitigation, and response activities that directly impact the public at large.

Stakeholders are agencies, organizations, enterprises, and individuals who have an interest in animal emergency planning, have expertise in the subject, or have resources available for mitigation, planning, preparedness, response, or recovery.

Stakeholders can hold roles such as support, planning, public outreach, and establishing community emergency response teams (CERTs) while bringing a variety of perspectives, backgrounds, and priorities that should be considered as the AEMP continues to navigate the planning process.

The AEMP can obtain assistance from local emergency planning committees (LEPC), tribal emergency planning committees (TEPCs), and state and federal agencies which are comparable to LEPCs. These pre-established partnerships and relationships are important for leveraging subject matter expertise and resources. Other types of stakeholders include businesses, faith-based and community organizations, nonprofit groups, schools and academia, and media outlets.

Example: Betty Jones

Betty Jones is the Imperial County Emergency Manager. She knows that the County needs an animal plan, but the current county emergency operations plan says nothing about animals. Betty reports directly to the County Manager, who arranges for her to brief the Commissioners on the need for an animal plan. They give their enthusiastic endorsement to the plan.

Betty calls a meeting at her office and invites the Animal Control Supervisor, Sheriff, Cooperative Extension Agent, Public Health Director, Community Emergency Response Team leader, the director of the local zoo, the local animal shelter director, two local veterinarians, local chapter of the American Red Cross, the county livestock association, and the local equestrian group President to attend. Miraculously, they all show up. In the meeting, they discuss the animal issues within the county, their resources, past disaster experiences, mandates, and options.

The group agrees to form a steering committee of key stakeholders to work on the development of an animal annex to the county plan and develop a County Animal Response Team program to increase the response capabilities in the county. The Steering Committee agrees to meet monthly to draft a plan and develop an outline for a CART program.

Checklist for Identifying and Obtaining Primary Stakeholder Engagement

Building partnerships requires a process. The below provides guidance on key steps for an AEMP to take when identifying and obtaining primary stakeholder engagement.

- Identify those who are already part of the emergency response plan for your jurisdiction (or community)
- Identify gaps in your response capabilities by conducting a risk assessment as outlined in Mile Marker #1.
- Identify key stakeholders that possess the knowledge, skills, or abilities in fields you are deficient in and consult with a variety of organizations such as state, local, and federal government organizations and local businesses and industries.
- Determine if a Memorandum of Understanding (MOU), Mutual Aid Agreement (MAA), or organizational agreement is necessary to establish the new partnership. An MOU or MAA can be established with neighboring counties or private entities and establishes your mutual understanding of when and how both of your agencies would be cooperating during a disaster.
 - Identify the stakeholder you would like to enter a partnership with.
 - Determine the gap the organization will fill.
 - Determine the response requirements for you and the stakeholder.
 - Determine the types of situations you would need assistance in.
 - Draft and finalize the MOU.
 - Have both parties sign the MOU.
 - Keep a copy for your records and send a copy to the stakeholder.

Example Continued: Betty Jones

After realizing her county emergency operations plan did not address animals, Betty Jones, the Imperial County Emergency Manager, received approval from the Commissioner and got to work. She obtained primary stakeholder engagement during an initial meeting at her office where they discussed animal issues within their county, their resources, past disaster experiences, mandates, and options. The group created a steering committee, meeting monthly to draft a plan and an outline for a County Animal Response Team (CART) program.

Over the next year, the group worked to develop a draft annex and a concept for a formal CART program. A meeting was held for a broader group of stakeholders, including citizens, businesses (veterinarians, feed stores, kennels, groomers, etc.) and livestock producers. At the meeting, they explained the plan and the CART proposal and received feedback from the individuals and groups at the meeting.

- Review and re-approve before the expiration dates to ensure that they remain current.
- Ensure to keep the partnership engaged throughout the year. Do not wait for a disaster declaration to reach out to your new partner.
- Leverage existing opportunities to integrate your partners.
- Involve partners in the decision-making process, communicate, and collaborate on policy changes and issues that are within the partners' scope of expertise.
- Regularly reach out to the broader stakeholder community, ensuring those that have the jurisdictional resources are engaged and supportive of the plan.

Additional Information, Tools, and Templates

- *Attachment B: Memorandum of Understanding Template*
- *Attachment C: Resource Identification Table and Tracker*
- *Appendix B: Stakeholders for Animal Emergency Management Planning*
- *Appendix G: Resource Development, Procurement, and Management*
- *Appendix H: Local Stakeholders and Response Personnel*

Mile Marker #4: Identify Resources, Capabilities, and Gaps

In addition to leveraging existing skills and expertise, an effective plan will create pathways to access resources from inside and outside the jurisdiction. Resource identification and development are fundamental aspects in preparing for any incident but even more so when animals are involved.

The vast majority of identified resources focus on preserving human life and developing resources to use for animal response can seem a bit daunting. Resources include personnel, equipment and supplies, money, or other assets and services you can draw on from your community. Breaking it down into smaller and more manageable portions will make this task less overwhelming.

Attachment A: Risk Assessment Questionnaire for the Animal Emergency Management Planner lays the foundation for determining what type of animal incidents are more likely to occur in your jurisdiction as well as the capabilities your community has for responding to emergencies. This includes identifying available resources, identifying needs, and accounting for gaps during your planning process.

- If you have not done so already, determine who has jurisdictional authority for the animal species you may be involved with.
 - Household pets typically fall under animal control but what about livestock? Exotics? Wildlife? While not animal-specific, another person to

identify is a Public Information Officer (PIO) who understands the complexity and sensitivity of an incident involving animals.

- Determine what resources (personnel, equipment, supplies) and services may be needed, and then assess what resources you already have available in your jurisdiction.
 - *Attachment C: Resource Identification Table and Tracker* has a sample customizable chart that can be used as a guide in resource identification.
 - More information on personnel recruitment and stakeholder engagement is found in *Appendix H: Local Stakeholders and Response Personnel*.
- Identify unique animal response resources before the incident.
 - Some resources would be basic species-specific handling equipment such as halters, lead ropes, hog sorting boards, flags, bee suits, etc.
 - It is important to have a way to contain livestock before extrication (or if they are already free and posing a risk to the public) after a traffic incident or other entrapment situations. Corral panels, snow fencing with step-in T-posts, etc., can be used as quick portable containment structures.
 - Once animals are contained, they may need to be relocated. This will require livestock trailers and trucks capable of hauling them to a pre-identified location suitable for that species.
 - Some organizations offer technical large animal rescue training to assist those responders to be more prepared for an incident involving animals. These courses normally discuss other specialized equipment that can be beneficial on a scene such as ropes, straps, glides/rescue sleds, slings, webbing, and more.
- Once resources are identified, it will be important to be able to track availability and location.
 - This can be accomplished with handwritten notes but is easier to update if electronic such as a Word document, spreadsheet, or table. If GIS capabilities exist, maps can be created for easier readability and comprehension.
- Collaborate with key stakeholders to identify resources within the jurisdiction that could support animal emergency management issues. For example:
 - Personnel Teams: fire brigade, security services, weapons teams, evacuation teams, animal response teams, etc. A public relations department that your facility or jurisdiction may already have identified can assist in locating these teams if they exist in your jurisdiction.
 - Equipment: What does your jurisdiction/facility have that can help in a disaster or emergency? What resources are available locally? What about fire response equipment, heavy machinery, etc.?

- Facilities: Identify potential facilities for emergency operations, sheltering, relocation, etc. Is your facility integral in local jurisdictional plans for staging and support?
- Determine what resource gaps exist in your jurisdiction and then determine other avenues that they can be acquired if needed.
 - Are those resources available in a neighboring jurisdiction, regionally, state level, or at a national level?

Additional Information, Tools, and Templates

- *Attachment A: Risk Assessment Questionnaire for the Animal Emergency Management Planner*
- *Attachment C: Resource Identification Table and Tracker*
- *Appendix G: Resource Development, Procurement, and Management*
- *Appendix H: Local Stakeholders and Response Personnel*
- *Appendix I: Example from North Carolina on how their state displays Companion Animal Mobile Equipment Trailers (CAMET) and Companion Animal Sheltering Trailers (CAST) locations*

Mile Marker #5: Identify Existing Plans and Templates

Now that you know the basics and have the foundational information to develop a plan, plans from similar communities or other states may be useful in crafting language and format for a jurisdictional animal response plan. It is not necessary to reinvent the wheel, as they say. Adapting a well-written, already developed plan is a very good way to expedite a generation of written plans.

A well-written plan from another community, however, does not replace the planning process. While good ideas and concise wording are valuable, simply changing the names on a plan is unlikely to achieve vital stakeholder engagement and the buy-in so critical to effective emergency planning. Former President Dwight Eisenhower stated, “In preparing for battle I have always found that plans are useless, but planning is indispensable.”

The plan is a framework that guides the action of the responsible agencies and their supporting partners and not a detailed tactical plan to predict every situation. A community’s ability to work effectively together is made possible through planning, and the plan is simply a method to document that process. Most importantly, the plan should support the overall jurisdictional plan while addressing the unique needs of your community and its animal population.

- Identify plans currently in place. This may simplify plan creation:
 - Existing evacuation plans, fire protection plans, safety and health plans, environmental policies, security procedures, closing policies, hazmat plans
 - Insurance policies, finance and purchasing agreements, capital improvement plans
 - Employee manuals
 - Mutual Aid Agreements (MAA) or Memorandums of Understanding (MOU)
- Use templates and other existing tools

Additional Information, Tools, and Templates

- *Attachment B: Memorandum of Understanding Template*
- *Attachment D: Customizable Emergency Response Plan for Animal Shelters*
- *Attachment D: ESF 11 County Template*
- [ASPCA Sample Plans for Evacuation and Sheltering \(City/County Animal Plan, Shelter Evacuation Plan, and Pet-Friendly Shelter Plan\)](#)
- [FEMA Comprehensive Planning Guidance \(CPG-101\)](#)

Mile Marker #6: Build Basic Plan

Building the Plan

There are many variations on the format for emergency operations plans; however, the following topic headings are recommended in the [CPG 101](#).

Components of the Basic Plan

It is highly recommended that terms and language be simple and clearly defined. Avoid using jargon when possible and maintain consistency with common emergency management systems such as the ICS. The basic structure of an emergency operations plan consists of:

- Introductory Material
- Purpose, Scope, Situation, and Assumptions
- Concept of Operations
- Organization and Assignment of Responsibilities
- Direction, Control, and Coordination
- Information Collection and Dissemination
- Communications
- Administration, Finance, and Logistics
- Plan Development and Maintenance
- Authorities and References

Supporting Annexes

- Functional, Support, Emergency Phase, or Agency-Focused Annex Content
- Hazard-, Threat-, or Incident-Specific Annexes or Appendices
- Annex and/or Appendix Implementing Instructions
- Special Preparedness Programs

In most jurisdictions, the animal emergency management plan will be an annex to the emergency operations plan. The planning group should discuss with the emergency management agency what format the plan should take.

Core Plan Elements vs. Attachments or Appendices

Whether the animal emergency management plan is a stand-alone plan or an annex to a more comprehensive plan, it may be efficient to divide up the plan into a base plan and attachments. Attachments generally can be changed with the approval of the lead agency for the animal plan, whereas the core planning elements may need a higher level of jurisdictional approval. The basic plan components are shown above. The attachments could include items such as:

- Contact/call-down lists
- Resource lists
- Checklists and forms
- Tactical plans (how to do what is assigned in the base plan)
 - Standard Operating Procedures (SOP)
 - Standard Operating Guidelines (SOG)
- Other information that does not need approval by the elected leadership of the jurisdiction.

FEMA Planning Guidance: CPG 101

The FEMA [Comprehensive Preparedness Guide, CPG 101](#) provides general guidelines for developing Emergency Operations Plans (EOPs). It promotes a common understanding of the fundamentals of planning and decision-making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans. This guide helps emergency managers in state, territorial, local, and tribal governments in their efforts to develop and maintain a viable all-hazard EOP.

Additional Information, Tools, and Templates

- [Attachment D: ESF 11 County Template](#)
- [Customizable Emergency Response Plan for Animal Shelters](#)
- [ASPCA Sample Plans for Evacuation and Sheltering \(City/County Animal Plan, Shelter Evacuation Plan and Pet-Friendly Shelter Plan\)](#)
- [CPG-101: Using Planning Templates](#)

Mile Marker #7: Add Attachments, Appendices, and Annexes

The NASAAEP 2023 Current Best Practices in Animal Emergency Management documents are organized into the topics listed below. The [NASAAEP website](#) provides a portal to gather information to assist planners and responders in optimizing their capabilities. The complexities of these mission areas are vast and beyond the scope of the Planning Roadmap. However, they are listed to provide planners with an idea of other key elements that may be addressed in planning to successfully execute a response.

For those mission areas that are essential to a jurisdiction, planning, training, and exercising are vital to producing the operational capability to perform such missions and the coordination capabilities to support those missions. Tools, standard operating guides, exercise schedules, contact lists, and other plan-supportive elements can be placed in attachments, appendices, and annexes to the main body of the plan.

Community Engagement and Outreach

- Engaging and maintaining community relationships
- Messaging and outreach materials
- Funding

Incident Command and Coordination

- The structure of emergency management
- Integration of animal response into the Incident Command System and Emergency Operations Center support
- Emergency support functions
- Integration into incidents

Animal Evacuation and Transportation

- Support owners in the evacuation of their animals
- Evacuate pets for owners relying on public transportation
- Support the evacuation of animal facilities if possible
- Transport groups of evacuated animals

Animal Search and Rescue

- Urban search and rescue (USAR) support
- Primary animal search and rescue operations
- Technical animal rescue
- Animal control/stray management
- Dead animal documentation and disposal

Mass Care and Sheltering

- Household pet/animal sheltering operations
- Shelter-in-place support
- Owner and household pet/animal reunion operations

Disaster Veterinary Medical Response

- Veterinary pre-disaster preparedness
- Veterinary triage
- Medical intake and clinical care
- Veterinary animal and public health response
- Veterinary euthanasia
- Infection disease outbreak
- Veterinary care for Search and Rescue (SAR) dogs and other working animals

Decontamination

- General decontamination (non-specific decontamination for floodwaters, debris, etc.)
- Oil spill decontamination
- Hazardous chemicals decontamination
- Biological decontamination
- Radiological decontamination

Mile Marker #8: Prepare to Implement Plan

You've made it! You have navigated your way through the planning roadmap but, the work is not done yet. The plan should be reviewed and approved for its effectiveness and efficiency, exercised, and updated regularly. Your plan should remain a living document.

Plan Review and Approval

Each jurisdiction will have its approval process and criteria and may require approval from the elected official, such as county commissioners, the governor, or the mayor. Such officials may not want to review an extensive document that includes SOPs, SOGs, and other information.

In addition, if approved as part of the base plan, responders may be held to these detailed policies, even when flexibility is needed. Therefore, it may be best to create a clear and concise base plan while providing details and supporting information not requiring approval through attachments to the plan.

The following groups may be part of the review and approval process before approval of the plan at the jurisdictional level:

- Agencies and organizations listed in the plan may need to formally approve what is delegated to them in the plan.
- Local Emergency Planning Committees (LEPC) may need to review the plan and any mention of hazardous materials incidents.

Some facilities such as zoos, research facilities, animal shelters or veterinary hospitals will need to develop their own plans that intersect with the jurisdictional animal plan. Some of these facility plans may also need to be approved by a professional accrediting association.

Example: Betty Jones

Betty Jones, the Imperial County Emergency Manager, received approval to develop an animal annex to the county plan. Betty formed a steering committee of key stakeholders, who met regularly over a year to develop a draft annex and concept for a formal CART program.

After obtaining additional stakeholder engagement, explaining the plan, and getting feedback from individuals, she submits the final draft of the plan to the County Commissioners for approval. Once approved, it becomes part of the County Emergency Operations Plan.

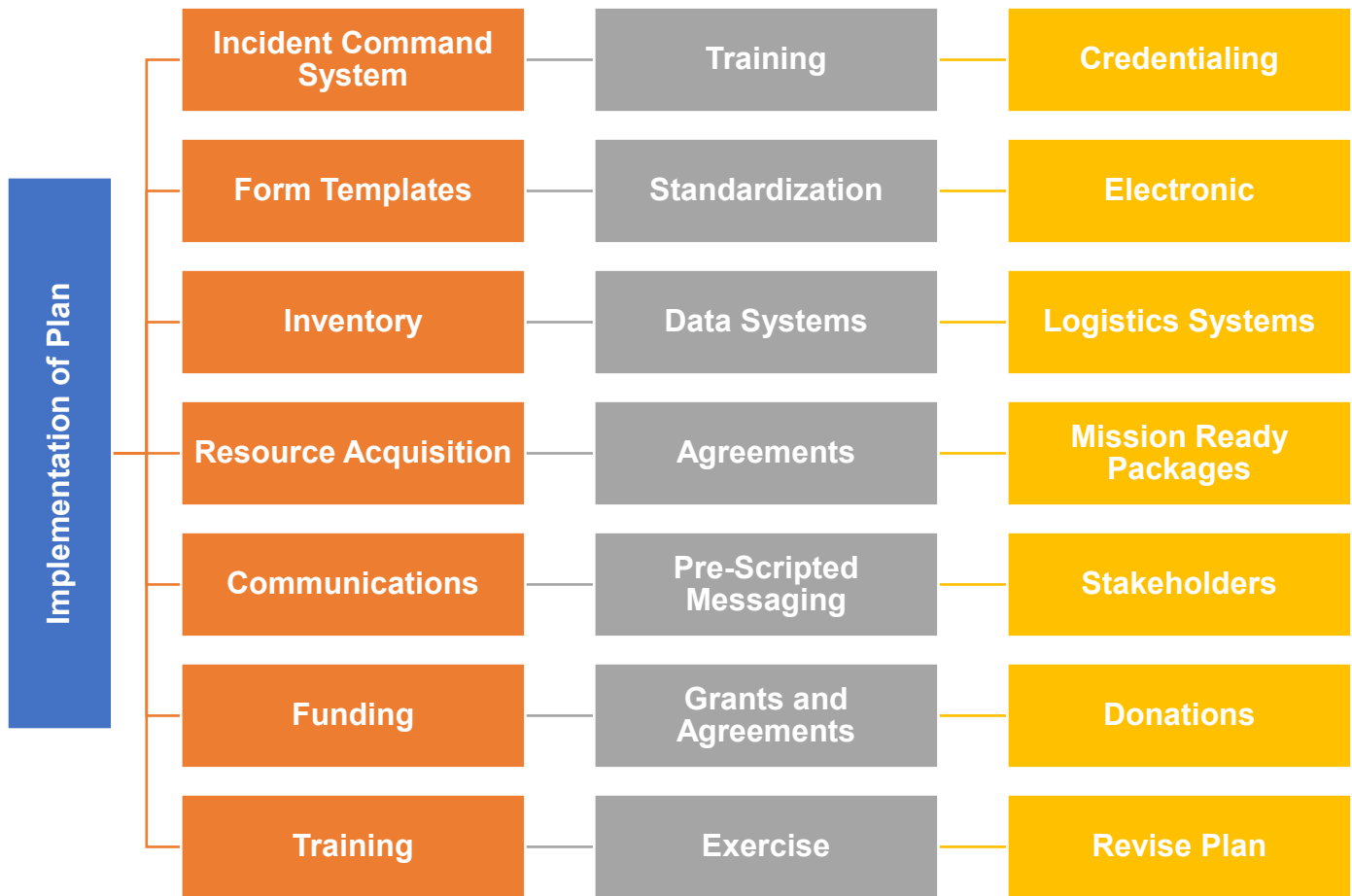
Once the plan is completed, Betty and the Steering Committee develop a plan for training personnel and to exercise the plan. In doing so, they scour the Target Capabilities List and Universal Task List to develop a more detailed concept of the tasks they have the capability to perform, and which tasks will require additional equipment and training to perform.

This process also facilitated developing a grant proposal to secure funding for support training, equipment, and exercise needs for animal missions under their plan.



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Section III: Key Elements for Planning Implementation



The key elements for planning implementation, as listed in the depiction above, are critical components for successful implementation of your plan. A plan might indicate that your jurisdiction will request donations, but a key implementation element includes a standard operating guide for receiving and distributing donated items.

Some of these are addressed by other NASAAEP 2023 Current Best Practices in Animal Emergency Management documents. For instance, ICS is addressed by the Incident Command and Coordination Working Group. Communication is addressed by Community Engagement and Outreach. There is information in the appendices that will help address some of the additional components identified that may not be addressed by other working groups.



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Summary

Communities need to realize that animal issues must be addressed in disaster planning. Aside from the justifications presented throughout this document, animal health is a pillar of the One Health paradigm.

“The greatness of a nation and its moral progress can be judged by the way its animals are treated.” – Mahatma Gandhi



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Attachments

Attachment A: Risk Assessment Questionnaire for the Animal Emergency Management Planner

The FEMA Community Threat and Hazard Identification and Risk Assessment (THIRA) is a three-step risk assessment process that helps communities understand their risks and what they need to do to address those risks. Adapting the FEMA Community THIRA, this Risk Assessment Questionnaire guides the animal emergency management planner through the process by answering the following questions for animal emergencies in your community:

1. What threats and hazards present the greatest challenge to animals in your community?
2. If they occurred, what impacts would those threats and hazards have on animals in your community?
3. Based on those impacts, what capabilities should your community have for responding to animal emergencies?

The outputs from this process lay the foundation for determining your community's capability gaps for animal emergency planning and stakeholder engagement.

Name of Agency/Organization:

Service Location (city, town, county, state):

Date Risk Assessment Completed:

Name and Title of Person Completing Form:

Step 1: What threats and hazards present the greatest challenge to animals in your community?

Question	Answer	Notes	Potential Resource with Answer/Information
1. Has an official Threat and Hazard Identification and Risk Assessment (THIRA) already been completed for your community that can be shared with you?			Local and/or State emergency management agency; Authority Having Jurisdiction
2. Have meteorology assessments (i.e., hydrographs for river flooding) been completed for your area that can be shared with you?			Local and/or state emergency management agency; state watch office; Authority Having Jurisdiction
3. Is your area at low, medium, or high risk for the following threats and hazards?			Local and/or state emergency management agency; Authority Having Jurisdiction; state watch office
Hurricane			
Flooding			
Storm Surge			
Wildfire			
Blizzard			

Question	Answer	Notes	Potential Resource with Answer/Information
Ice Storm			
Mudslide			
Earthquake			
Volcanic Eruption			
Nuclear Radiation			
Hazardous Chemical			
Animal Disease			
Other			
4. Are there show arenas, racetracks, sale barns, or processing plants in or near your jurisdiction that would increase traffic and therefore a greater risk for accidents?			Cooperative extension, state department of agriculture
5. How many large animal rescue responses have been conducted over the past 36 months?			First responders, animal services, cooperative extension
6. How many small animal sheltering responses have been conducted over the past 36 months?			Local or state emergency management, animal services
7. How many natural disasters responses have been conducted over the past 36 months?			Local and state emergency management, forestry service, first responders, cooperative extension

Step 2: If they occurred, what impacts would those threats and hazards have on animals in your community?

Question	Answer	Notes	Potential Resource with Answer/Information
1. What is the estimated number and type of animals in your community?			AVMA Pet Ownership Calculator; U.S. Census Data; state department of agriculture; USDA, National Agricultural Statistics Survey (NASS); cooperative extension
Dogs (household pets)			
Cats (household pets)			
Birds (household pets)			
Horses			
Cattle (Beef)			
Cattle (Dairy)			
Poultry			
Pigs			
Sheep/Goats			
Exotics or zoo collections			
2. What is the economic importance of livestock in your jurisdiction?			USDA, National Agricultural Statistics Survey (NASS); Cooperative Extension; State department of agriculture
3. What is the estimated number and type of animal facilities in your community?			College of veterinary medicine; state wildlife agency; state department of agriculture; cooperative extension; state veterinary medical association
Animal rescue shelters			
Animal shelters			
Avian sanctuaries			
Commercial pet breeding operations			
Horse boarding facilities			
Commercial livestock production operations			
Research laboratories using animals			
Veterinary hospitals			
Captive Wildlife			
Zoos			
Other			

Step 3: Based on those impacts, what capabilities should your community have for responding to animal emergencies?

Question	Answer	Notes	Potential Resource with Answer/ Information
1. Does an animal plan for emergencies/ disasters exist in one or more of the following ways?			
As a free-standing Emergency Support Function (ESF)			
Mass Care, Housing, and Human Services			
Public Health & Medical Services			
Agriculture & Natural Resources			
As an annex or addendum to the Emergency Operations Plan			
2. Do you have an electronic mapping system, such as a Geographic Information System (GIS), to create maps of your animal data for rapid assessment of animals/facilities located in proximity to the threat/hazardous area(s)?			Local and/or state emergency management agency; Authority Having Jurisdiction; ESRI GIS; State department of agriculture
3. What animal sheltering facilities are available in your community during emergencies for small and large animals?			Local and/or state emergency management agency; state watch office; Authority Having Jurisdiction; cooperative extension
Agriculture arenas/centers			
Boarding kennels			
Civic centers			
Fairgrounds			
Horse boarding facilities			
Houses of worship			
Humane societies			
Pet-friendly evacuation shelters that can accommodate humans & pets			Are the shelters collocated or cohabitated?
Pet-friendly hotels			
Recreation centers			
Schools			
Other			

Question	Answer	Notes	Potential Resource with Answer/ Information
4. What agencies/groups have been identified to provide support for each of the following areas?			
Staff for each collocated or cohabitated evacuation shelter			
Vehicles/buses for evacuating people with pets			State department of transportation
Search and rescue of animals			
Emergency sheltering of animals (<i>This is different than pet-friendly sheltering</i>)			
Pet food and livestock feed			
Veterinary care			
5. Is a Memorandum of Understanding (MOU) or Mutual Aid Agreement (MAA) with your community or national animal welfare group established for the rescue and/or sheltering of animals?			Local and/or state emergency management agency; state department of agriculture
6. Does your community have a cache of equipment and supplies to provide emergency sheltering for at least 100 companion animals?			Local and/or state emergency management agency; college of veterinary medicine; state department of agriculture; cooperative extension
7. Does your community have a cache of equipment and supplies to provide emergency sheltering for at least 50 large animals?			Local and/or state emergency management agency; college of veterinary medicine; state department of agriculture; cooperative extension
8. Have volunteers been recruited and trained to assist with animal management?			
9. Does your state have a state animal and/or agricultural response team (SART) or similar organization?			Examples include Florida State Agricultural Response Team and North Caroline Animal and Agriculture Response Teams

10. Does your community have a community animal response team (CART)?			Local and/or state emergency management agency; animal services
11. Is there a plan for managing mass animal mortality and the resulting risk to public and environmental health?			Local and/or state emergency management agency; college of veterinary medicine; state department of agriculture; cooperative extension

Additional Comments

References

ASPCA. (n.d.). *Animal Emergency Preparedness Self-Assessment Checklist*. ASPCApro. <https://www.aspcapro.org/sites/default/files/aspcaemergencychecklistfillable.pdf>

Federal Emergency Management Agency. (2021, August 13). *National Risk and Capability Assessment*. Risk Management. <https://www.fema.gov/emergency-managers/risk-management/risk-capability-assessment>

Quijano L., Keeney, A., Schnackenberg, D., Adams, R., Buchan, V. & Garry, F. (2016). *Creating a Community Animal Disaster Plan: A step-by-step guide to building an animal disaster plan and developing the necessary response capacity for your community*. Colorado State University, Fort Collins, CO. <https://extension.colostate.edu/docs/AnimalDisaster/animal-disaster-toolkit.pdf>

Attachment B: Memorandum of Understanding – Example adapted from Mississippi template

(Should be reviewed by legal counsel)

I. Purpose

There are two primary purposes of this Memorandum of Understanding (MOU).

- The first is to establish an agreement between the XXX, hereafter referred to as Agency/Organization 1, and the YYY, hereafter referred to as Agency/Organization 2, in preparing for and responding to disasters and other emergencies affecting animals.
- The second is to establish agreement on processes for documentation and reporting of expenses for potential cost-sharing/reimbursement under the Stafford Act (as amended by the Pets Evacuation and Transportation Standards Act [PETS Act]) when an authorizing federal declaration is in place.

II. Definitions

- *Emergency*: Any natural or manmade situation that creates animal sheltering needs that cannot be met by a community without outside assistance.
- *Authorized Representative*: The chief executive or his or her designee. The list of titles of authorized representatives for each Party shall be attached hereto as “Exhibit A,” and shall be updated as needed by each Party by means of a written notification.

III. Concept of Operations

Agency/Organization 1 and Agency/Organization 2 are separate and independent organizations. As such, unless otherwise described herein, each Party retains its own identity in providing services, and each Party is responsible for establishing its own policies and financing its own activities, except for those outlined in the MOU.

IV. Methods of Cooperation

In order that the resources of Agency/Organization 1 and Agency/Organization 2 may be coordinated and best utilized when providing emergency relief services under this agreement, all organizations agree to the following principles:

-
- Close communication shall be maintained between the Agency/Organization 1 and Agency/Organization 2 through meetings, telephone conferences, email, texting, and other means as needed or available. This communication will include requests for assistance and emergency-related communications that include daily reporting to each Party of relevant information relating to the emergency. Each Party will share current data regarding the emergency, emergency declarations and changes in personnel, policies and legislation. The interaction and liaison shall be encouraged at all levels of the Parties' organizations.
 - Agency/Organization 1 and Agency/Organization 2 will distribute this Agreement internally and shall urge full cooperation.
 - Agency/Organization 1 and Agency/Organization 2 will keep each other updated as to the Authorized Representative to contact for emergency assistance.

V. Services Provided by Agency/Organization 2

- Authorize use of equine facility, livestock barn, arena, and office facilities as agreed upon per incident for use by Agency/Organization 1, ESF 11, and support agency/organization partners to support responders and shelter animals in disasters.
- Authorize use of grounds to stage supplies and receive and distribute resources.
- Prepare site for receiving people and animals, i.e., cleaning site and putting out shavings, cleaning bathrooms.
- Facilitate procurement and allow Agency/Organization 2 to purchase shavings for use in shelter.
- Utilize Agency/Organization 2 personnel to assist Agency/Organization 1 in distribution of shavings and other supplies for animal sheltering.
- Dispose of used shavings and trash.
- Provide receipts to Agency/Organization 1 for reimbursement on behalf of Agency/Organization 2.

VI. Services Provided by Agency/Organization 1

- Set up, coordinate, oversee, and take down the shelter.
- Facilitate coordination, communication, preparedness and response activities relating to animals affected by the emergency.
- Coordinate animal food and supplies for animals of individuals in general and medical needs shelters as needed.
- Facilitate return to normal operations for fairgrounds, including cleanup and spraying for fleas in areas where animals were sheltered due to the disaster.

- Submit a record of financial costs for sheltering animals to the State EMA for reimbursement under the PETS Act, as agreed in this MOU.
- Reimburse Agency/Organization 2 for expenses related to animal sheltering as appropriate and approved by FEMA.

VII. Emergency Response Coordination

- A. *Requesting Assistance:* The State Emergency Operations Center, ESF #6, and ESF #11 will determine the need for sheltering at the fairgrounds. Should it be determined that sheltering of animals or persons evacuating from a disaster may be needed, the Agency/Organization 1 will directly contact the Authorized Representative of the Agency/Organization 2 and shall provide them with the following information:
- i. A general description of the emergency that has occurred or is threatening;
 - ii. Identification of the particular type of assistance needed;
 - iii. When the assistance will be needed and the anticipated length of time that it may be needed;
 - iv. The anticipated number of animals that may need to be sheltered during the emergency;
 - v. Any safety or financial considerations unique to the event;
 - vi. Current contact information, particularly with points of contact for the event.

This information may be provided on the form attached to this Agreement as Exhibit “B,” or by any other available written means that conveys the necessary information. Each Party may offer revisions to the format of Exhibit “B” subsequent to the execution of this Agreement. Said request shall include information detailing the nature of the original request from local authorities authorizing the response. It is understood between the Parties that any response to a declared disaster will be based on the National Incident Management System model and fall under the umbrella of the established Emergency Operations Center for each incident.

This MOU is non-exclusive, each party reserves the right to form similar agreements with other parties.

-
- B. Written Acknowledgment:* The Agency/Organization 1 and the Agency/Organization 2 will respond to requests for assistance by the quickest practical means, such as email or by a form (Similar to Exhibit A). Requests will be considered based upon the expected availability of the resources and/or services requested to be provided. The form provided as “Exhibit A” need not itself be used, but rather is provided as an example of the format to be used to insure the transmission of the necessary information. The written agreement regarding resources or services will include the name of the person that will submit the costs for reimbursement.
- C. Costs of Assistance:* During a disaster federal funds may become available through the PETS Act, making reimbursement for shelter and care of animals affected by the disaster available. Proper documentation must be kept and submitted to Agency/Organization 1 for processing for federal reimbursement. Each Party shall not be liable for any portion of any expenses incurred by the other unless authorized by applicable law and expressly agreed upon in writing, prior to the incurrence of the expense.
- D. Period of Assistance:* The period of assistance shall begin once affected animals of the disaster arrive at the facility until the disaster area is deemed safe for residents to be reunited with their pets. Once the human shelter is closed, assistance through the PETS Act ends. The Agency/Organization 1 will assist partner agencies/organizations in reuniting owners with their pets at the time of the closure of the human shelter, if not before.
- E. Supervision and Control:* While assisting the local authorities, the personnel, equipment and resources of the fairgrounds shall remain under the operational control of the Agency/Organization 2 during the emergency.

Agency/Organization 2 and Agency/Organization 1 shall each be separately responsible for the operation and maintenance of its own equipment and any other resources it may provide.

Agency/Organization 2 and Agency/Organization 1 shall each maintain daily personnel time records, material records, a log of equipment hours, and daily activity reports to be provided to the other upon request.



Agency/Organization 2 and Agency/Organization 1 each reserve the right under this Agreement to withdraw its resources at any time, subject to reasonable notice to the other Party. Reasonable notice consisting of at least twenty-four hour advance notification of intent to withdraw personnel or resources shall be provided to the other Party unless such notice is not practicable; in which case, such notice as is otherwise reasonable shall be provided.

- F. *Food; Housing; Self-Sufficiency:* Personnel and equipment should be, to the greatest extent possible, self-sufficient for operations in areas stricken by disasters or emergencies.

- G. *Publicity:* During a joint effort by the Parties, all reasonable efforts to promote the identity of both Parties shall be clearly communicated through all available means. The Agency/Organization 1 and Agency/Organization 2 shall make every effort to keep the public informed of their cooperative efforts. Whenever possible, onsite signage, press releases, interviews and other communications efforts shall indicate the involvement of the Agency/Organization 1 and Agency/Organization 2. When possible, advance notice and review of releases/reports shall be given by each Party to the other. The Agency/Organization 1 and Agency/Organization 2 agree to share photography, videography and other materials that can be used for publicity purposes with the understanding that the organization responsible for procuring said materials is credited as the source. Permissions will be obtained from anyone in a photo to be released by either agency/organization.

- H. *Assurance:*
 - 1. Each Party is responsible for appropriately managing its own officers, staff, agents, contractors, employees, and volunteers in connection with the Party's performance of its obligations under this Agreement.
 - 2. Nothing in this Agreement shall be so construed as to create a relationship of employer and employee, or principal and agent, partnership or joint venture as between Agency/Organization 1 and Agency/Organization 2. Nothing in this Agreement shall be so construed as to provide either Party with the authority to bind the other to any agreement, undertaking, cost, liability or expense of any nature without the express written consent of the other Party.

VIII. Periodic Review

Agency/Organization 1 and Agency/Organization 2 shall, on an annual basis, on or around the anniversary date of this Agreement, jointly evaluate progress in the implementation of this Agreement and revise and develop new plans or goals, and update contact information, as appropriate.

XI. Term

This Agreement shall remain in effect for five years, but may be terminated by written notification from either Party at any time.

Approved by:

Agency/Organization 1 Contact Name
Position
Agency/Organization
Address
City, state/province, zip/postal code

Date

Agency/Organization 2 Contact Name
Position
Agency/Organization
Address
City, state/province, zip/postal code

Date

EXHIBIT A – Authorized Representatives

AGENCY/ORGANIZATION 1

Address
City, St/Prov, Zip/Postal
Tel
Fax
Email
Web

AGENCY/ORGANIZATION 1
Authorized Representative

Name
Title
Phone
Cell
Email

AGENCY/ORGANIZATION 2

Address
City, St/Zip
Tel
Fax
Email
Web

AGENCY/ORGANIZATION 2
Authorized Representative

Name
Title
Phone
Cell
Email

EXHIBIT B – Assistance Request Acknowledgement

INCIDENT CONTACT INFORMATION		
Primary Representative		
Role		
Phone		
Text message		
Email		
Secondary Representative		
Role		
Phone		
Text message		
Email		
ASSISTANCE TO BE PROVIDED		
Resource type	Quantity	Est. Arrival Date/Time
Availability of additional resources:		
Time limitations on resources provided, if any:		

Attachment C: Resource Identification Table & Tracker

NAME	CONTACT	PHONE	EMAIL	RESOURCES	NOTES
State Animal Health Organization					
Local Livestock Veterinarian(s)					
Local Small Animal Veterinarian/Emergency Clinic					
Local wildlife contact (state or USFWS)					
County Animal Services					
Local County Livestock Extension Agent					
Local Cattle Producer/Cattlemen's Association					
Local Horse Person or Association					
Local Pork Producer/Pork Council					
Local Poultry Producer/Company					
Local Sheep Producer/Sheep Producer's Assn					
Local Goat Producer					
Local Llama/Alpaca Expert					
Local Beekeeper's Assn/Apiarist					
Exotics Contact (i.e., venomous snakes, big cats)					
Local Livestock Transporter					
Livestock Holding Facilities					
Portable Corrals/Panels					
Livestock Disposal Facility (landfill, crematory, etc.)					
Deceased Livestock Removal					
Tow Truck (with crane capabilities if needed)					
Other Resources					

Attachment D: ESF 11 County Template – Example from Mississippi

Primary Agencies:

- Xxxx County Emergency Management
- Xxxx County Animal Control Agencies
- Xxxx County Extension Service (CES)
- Xxxx County Humane Agencies
- Local Veterinarians and Veterinary Technicians

Support Agencies:

- Xxxx County Farm Bureau
- Xxxx County Cattlemen’s Association
- Xxxx County Equine Association
- Xxxx County 4-H Clubs and Volunteers
- Xxxx County Department of Health
- Wildlife Rehabilitators
- Private Sector Interest groups (equine, cattle, small ruminants, birds (including poultry), marine mammals, reptiles, pocket pets, etc.)
- Volunteer Organizations Active in Disasters

State Coordinating/Primary Agencies:

- Mississippi Board of Animal Health (MBAH)
- Mississippi Animal Response Team (MART)
- Mississippi Department of Agriculture (MDAC)

State Support Agencies:

- Mississippi Department of Environmental Quality (MDEQ)
- Mississippi Department of Wildlife, Fisheries and Parks (MDWF&P)
- Mississippi Forestry Commission (MFC)
- Mississippi Department of Marine Resources (MDMR)
- Mississippi Non-Governmental Organizations:
- Mississippi Volunteer Organizations Active in Disasters

Introduction

Purpose

This ESF focuses on issues concerning live companion animals (pets), livestock (including horses), exotic animals, poultry, and wildlife, as well as disposal of carcasses resulting from natural disasters.

Foreign animal or exotic livestock/poultry disease events; crop disease or pest infestations; food safety, feed, seed, fertilizer, and/or pesticide emergencies will immediately be the responsibility of the state primary agencies. (See State CEMP/ESF #11)

At the state and federal level, ESF #11 supports county and municipal authorities in efforts to address: (1) control and eradication of an outbreak of a highly contagious or economically devastating animal/zoonotic disease, highly infective exotic plant disease, or economically devastating plant pest infestation, (2) safety and security of food, feed, seed, fertilizer, and pesticides, and (3) coordination of efforts to provide for all animals and crops affected by disasters (all-hazards).

The protection of human life is the highest priority in emergency response. Recent disasters and follow-up research have shown that proper preparation and effective coordination of animal issues enhance the ability of emergency personnel to protect both human and animal health and safety. Animal Emergencies are Human Emergencies.

Scope

- Animal disaster response includes implementing an integrated county and municipal response to ensure that animal/veterinary/wildlife issues in disease and natural disasters are supported in coordination with ESF #8: Public Health and Medical Services and ESF #6: Mass Care.
- If ESF #11 of the Mississippi CEMP is activated, the Mississippi Board of Animal Health and the Mississippi Department of Agriculture are the primary agencies in coordination with the Mississippi Emergency Management Agency and other agencies for state-level support.
- If ESF #11 of the National Response Framework (NRF) is activated, the U.S. Department of Agriculture (USDA), Food and Drug Administration (FDA), Environmental Protection Agency (EPA), and the Department of the Interior (DOI) are the primary agencies in coordination with the Federal Emergency Management Agency (FEMA) and other agencies for support.

A food, animal, and/or agriculture incident may threaten public health, animal nutrition, food production, aquaculture, livestock production, wildlife, soils, rangelands, and agricultural water supplies. Responding to the unique attributes of this type of incident requires separate planning considerations that are tailored to specific health and agriculture concerns and effects of the disease (e.g., deliberate contamination versus natural outbreaks, plant, and animal versus processed food, etc.). Specific operational guidelines, developed by organizations with responsibility for the unique aspects of a

particular disease or planning consideration, will supplement this annex and are intended as guidance to assist State, and local public health and agriculture authorities.

Special Considerations

Detection of an intentional or unintentional contamination/adulteration of food, animals, plants, or a pest outbreak may occur in several different ways and involve several different modalities:

A terrorist attack on food, animals, or agriculture may initially be indistinguishable from a naturally occurring event; moreover, depending upon the agent and associated symptoms, several days could pass before public health, food, agriculture, and medical authorities even suspect that terrorism may be the cause. In such a case, criminal intent may not be apparent until sometime after illnesses are recognized.

A devastating attack or the threat of an attack on the domestic animal population and plant crops through the use of highly infectious exotic disease or pest infestation could result in severe economic loss. Early detection, allowing for early intervention, would come from agriculture expert authority reports as well as unusual patterns in surveillance systems. A food or agricultural incident may involve international trade.

Relationship to the Whole Community

This section describes how ESF #11 relates to other elements of the whole community.


Individuals/Households

Individuals are responsible for knowing the risks they face and developing emergency plans for their families that include emergency preparedness for the animals in their household, whether those animals are owned for pleasure or commercial purposes. To the extent possible, during an incident, individuals should carry out their emergency plans following responder instructions.

During an incident, to the extent practical, animal evacuation and sheltering should be conducted in conjunction with human evacuation and sheltering efforts; animals should be sheltered near their owners. Service animals are not pets and may not be separated from the individual with a disability or other access and functional needs, and they should be permitted anywhere the public goes. Owners should provide food, water, husbandry, and exercise for their animals while they are in emergency shelters.

State, Tribal, Territorial, Area, and Local Governments

Local, state, tribal, territorial, and area governments are primarily responsible for the welfare of individuals and animals within their jurisdictions.



Typically, at the local level, the animal control agency is the authority that has jurisdiction for non-disease animal emergency management issues within a given community. At the state level, the Department of Agriculture, Board of Animal Health, State Wildlife Management Agency, or the Emergency Management Agency coordinates animal response activities.

When requested and mission assigned, ESF #11 can assist in coordinating or providing technical assistance to address animal/agriculture emergency management issues. The state, tribal, or territorial government designates an official(s) to coordinate with the Mississippi Department of Agriculture and Commerce and the Board of Animal Health. This official(s) serves as the principal point(s) of contact with ESF #11 Coordinators at the Regional Response Coordination Center.

Transportation and distribution of food supplies within the affected area are arranged by local, state, tribal, territorial, insular area, Federal, and voluntary organizations.

Animal and agricultural health responses are conducted in collaboration and cooperation with state authorities and private industries to ensure continued human nutrition; animal, plant, and environmental health; and support of economy and trade.

Inspection of meat, poultry, and processed egg products; production and import facilities; and distributors during a response may be conducted, occur with local, state, tribal, territorial, and insular area authorities, and the regulated industry, if needed, to ensure public health and support the economy and trade.

Actions taken during an animal or agricultural emergency are guided by and coordinated with local, state, tribal, territorial, and insular area emergency preparedness and response officials, homeland security officials, and existing USDA internal policies and procedures.

Actions taken during an emergency threatening the environment or cultural and historic resources are guided by and coordinated with the appropriate local, state, tribal, territorial, and insular area agencies, including the state historic preservation office, state archives, and local emergency management agencies.

Private Sector/Nongovernmental Organizations

Most animal and agriculture emergency response resources and assets are owned or controlled by the private sector and NGOs.

Animal emergency management is and has always been a whole community effort—a blending of emergency management and animal handling expertise. At the local level, veterinarians, farmers, animal control agencies and humane organizations, breeders, wildlife rehabilitators, and others make up the animal infrastructure within a community. These entities should be encouraged to collaborate with the government to meet emergency animal needs in their communities. Many states have integrated animal response capabilities, such as county and/or state animal response teams, veterinary medical reserve corps, or similarly named entities.

Animal and agricultural health responses are conducted in collaboration and cooperation with state authorities and private industries to ensure continued human nutrition; animal, plant, and environmental health; and support of economy and trade. Businesses, where animals are integral to operations (such as production agriculture, zoos/exhibitors, research facilities, breeders, animal welfare agencies/sanctuaries, and veterinary hospitals), should be encouraged to have contingency plans in place for animals housed in the facility, in the event of a disaster or emergency. Nonprofit networks can provide information on contingency planning for veterinary facilities, zoos, and other congregate animal facilities.

Transportation and distribution of food supplies within the affected area are arranged by local, state, tribal, territorial, insular area, Federal, and voluntary organizations. Inspection of meat, poultry, and processed egg products; production and import facilities; and distributors during a response may be conducted with local, state, tribal, territorial, tribal, and insular area authorities, and the regulated industry, if needed, to ensure the public health and support economy and trade.

Core Capabilities and Actions

ESF Role Aligned to Core Capabilities

The following table lists the Response core capabilities that ESF #11 most directly supports, along with the related ESF #11 actions. Though not listed in the table, all ESFs, including ESF #11, support the core capabilities of Planning, Operational Coordination, and Public Information and Warning.

Note

Many activities are performed under statutory authority; mission assignments are needed to utilize ESF #11 capabilities listed when the mission exceeds functions performed under statutory authority, such as activities related to household pets and service animals.



Core Capability	ESF #11 – Animals and Agriculture
<p>Mass Care Services</p>	<p>Animal (including Household Pets and Service Animals) Mass Care and Emergency Assistance</p> <ul style="list-style-type: none"> • Supports ESF #6 to coordinate an integrated State and Federal response to meet the mass care and emergency assistance needs of animals, including household pets and service animals, and their owners. • Facilitates whole community multi-agency coordination with NGO agencies for animal response activities. • Provides technical assistance and subject matter expertise to local, state, tribal, territorial, insular area, and Federal government, and NGOs, regarding animal response issues. • Coordinates needs assessments for animals, including household pets and service animals, and animal response needs and activities including technical support for evacuation and emergency animal sheltering.
<p>Critical Transportation</p>	<p>Safety and Defense of the Supply of Meat, Poultry, and Processed Egg Products</p> <p>Ensures meat, poultry, and processed egg products in commerce are safe, under MDAC’s jurisdiction.</p>
<p>Public Health and Medical</p>	<p>Animal and Agricultural Health</p> <ul style="list-style-type: none"> • Responds to animal and agricultural health emergencies under MBAH and MDAC statutory authority. • Coordinates with ESF #8 on the management of zoonotic disease. • Coordinates with ESF #8 to ensure that animal/veterinary health issues (including both disease management and medical management) are supported. • Collaborates with ESF #8, HHS, and USDA to deliver effective “one health” response that integrates human, animal, and environmental health. • Serves as the State lead on animal (including zoonotic) diseases. • Coordinates with ESF #3 on the removal of debris (carcasses) <p>Safety and Defense of the Supply of Meat, Poultry, and Processed Egg Products: Ensures regulated facilities can provide safe meat, poultry, and processed egg products under MDAC’s jurisdiction.</p>

Policies

Actions undertaken under ESF #11 are coordinated with and conducted through county and municipal incident management officials and private entities. Additional coordination is required with the Mississippi Emergency Management Agency, the Mississippi Board of Animal Health, and the Mississippi Department of Agriculture and Commerce.

- Each supporting agency is responsible for managing its respective assets and resources after receiving direction from the primary agency for the incident.
- The primary agency for each incident coordinates with appropriate ESFs and other annexes, including the coordinating agency for the Worker Safety and Health Support Annex, to ensure the appropriate use of volunteers and their health and safety and to ensure appropriate measures are in place to protect the health and safety of all workers.

Animal Disaster Response Policies

- Residents of Xxxx County are responsible for their pets and should, whenever possible take their animals with them and provide for their private care when they are instructed to evacuate their homes.
- Livestock producers of Xxxx County are responsible for their animals. If livestock must be evacuated, the producer should work with the local county emergency management agency and the ESF #11 Coordinator.
- The MBAH is the primary state agency for addressing animal disaster issues. The MBAH coordinates local, state, and federal animal response activities such as medical care, sheltering, evacuation, rescue, temporary confinement, procuring feed, food and water, animal identification, carcass disposal, and returning animals to owners related to natural disasters when ESF#11 is activated. The State Veterinarian is the MBAH's primary point of contact.
- The State Veterinarian will establish quarantines, permit requirements, and holding periods for animals. These requirements are based on many factors, including disease epidemiology, species affected, scope and type of disaster, animals' health, and temperament.
- Euthanasia of animals will be done humanely and at the direction of incident veterinarians.
- Disposal methods for infected or potentially infected/contaminated carcasses and plant material are chosen for their effectiveness in stopping pathogen spread and for their minimal impact on the environment.
- The Mississippi Animal Response Team (MART) is the state response team for animal issues when state ESF #11 is activated. The MART is under the direction of the State Veterinarian.
- Animal Disaster Responders must be credentialed by MART and sign a Code of Conduct to officially respond to an animal disaster.

- Responders will establish and maintain contact with EOC/Incident Command staff, through the County ESF #11 Coordinator, County Animal Response Team, or assigned voluntary agency liaison/representative.
- Responders must be ESF #11 credentialed and have an appropriate level of training for the assigned response activity.
- Personnel doing animal response activities that are not credentialed will be required to leave the incident. Personnel who do not adhere to the Code of Conduct will have their credentials revoked and will be removed from the incident.

Counties are encouraged to form County Animal Response Teams (CARTs). CART personnel will automatically be included as members of the MART. MART members will follow all applicable local and state emergency management directives.

- The MBAH and the MART use ICS to manage animal disasters and are NIMS compliant.

When addressing dangerous, aggressive, injured, or diseased animals that must be euthanized, activities will be conducted as humanely as possible while minimizing the number of animals that must be euthanized.

Plant and Plant Pest Policies

- The MDAC is the primary agency addressing the protection of seed, feed, fertilizer, and pesticide, and plant disease and plant pest field investigations.

Food Safety and Security Policies

- The MDAC is the primary agency for agricultural food safety and security issues. The MDAC coordinates local, state, and federal agricultural food safety response activities including the inspection and verification of food safety aspects of slaughter and processing plants and products in distribution and retail sites under the department's jurisdiction. The Commissioner of Agriculture is the primary point of contact.
- MDAC coordinates with ESF#8, Public Health and Medical Services, and federal regulatory agencies as appropriate.

Concept of Operations

General

The Xxxx County Emergency Management Director will keep all responsible agencies informed of all impending conditions (transportation developments, weather, hazardous materials, or other events) which would cause them to assume a readiness posture in

preparation for EOC activation, possible deployment of resources to a forward area or other required activities to support this ESF.

Organization

The Xxxx County ESF #11 representative or designee will assume the lead as coordinator of all animal and agricultural requirements during an incident, major emergency, or disaster. These duties will be executed in conjunction with personnel and resources as listed under all support agencies for the county and the state.

Administrative and Logistical Support

All participating ESF #11 agencies are expected to:

- Coordinate their support with ESF #11.
- Attend and support briefings and other coordination meetings, whether at the EOC or elsewhere.
- Maintain operational logs, messages, requests, and other appropriate documentation for future reference.
- Maintain their maps, displays, status reports, and other information not included in the ESF #5 operations.
- All agencies supporting ESF #11 will receive primary administrative support from their parent organization with additional support from Xxxx County EMA as needed.
- All ESF #11 agencies should ensure that their financial management system, automated or otherwise, is used to capture their incurred costs during an emergency, major disaster, or exercise and must follow applicable agency, state, and federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs is subject to audit.

Actions

Preparedness

- All Xxxx County agencies with ESF #11 responsibilities will ensure that they have Standard Operating Procedures (SOPs) in place to enable them to perform appropriate levels of mitigation, preparedness activities, and personnel before the initiating event.
- Conduct annual training drills or exercises to ensure a high level of readiness for response personnel.

Pre-Incident

- Xxxx County ESF #11 lead will develop/maintain alert and notification procedures for key agricultural/health officials and agencies that support ESF #11.

-
- Ensure a designated person is identified to work (24-hour coverage if necessary) within the Xxxx County Emergency Operation Center. This resource shall remain until the Emergency Operation Center operations return to normal.

Incident

- Immediately upon notification of an incident, actual disaster, or major emergency, the Xxxx County ESF #11 coordinator will activate the internal plan and/or SOP.
- Ensure adequate communication is established/maintained with all applicable responders of ESF #11.
- Coordinate the distribution of assets as needed or based on requirements identified by Vvvv/Xxxx County local government and other ESFs as needed.
- Maintain a log of actions taken, resources ordered/used, records of personnel and equipment/ location, and all other documents to support reporting requirements.
- Assist in gathering information to support the state ESF #11 lead to be disseminated through public broadcast via ESF #15 (External Affairs).

Recovery

- Xxxx County ESF# 11 coordinator will work in conjunction with ESF #6 (Mass Care, Housing and Human Services) and ESF #8 (Public Health and Medical Services) to assess damage and evaluate damage before re-entry and recovery and report the findings to the Xxxx County Emergency Management Director at the Emergency Operations Center in writing to be filed.
- Will assist with the monitoring of food, water, soil, and air conditions along with the state and federal authorities as needed during and post-recovery to ensure the safety of all areas of Xxxx County.
- Coordinate with the Xxxx County Emergency Operations Center to ensure that all recovery and re-entry information is disseminated through Public Radio, broadcast media, and other available sources (Public Information Officer).

Post-Incident

- Develop a timeline to ensure all support personnel have been re-deployed back to their agencies and/or organizations.
- Identify key problem areas as part of the lessons learned agenda.
- Provide after-action requirements through the Xxxx County Emergency Management Director to ensure lessons learned and recommended solutions are captured.

Responsibilities

Xxxx County Agriculture Representative

Xxxx County will ensure that the Xxxx County Cooperative Extension Service or designee is tasked based on position to serve as lead for the ESF #11 requirements for Xxxx County.

The coordinator will be required to develop, maintain, and execute all the personnel and resources to support all incidents, disasters, and or major emergencies that would affect Xxxx County and its citizens. The below items outline specific duties:

- Develop and maintain an internal SOP that outlines all functions required for ESF # 11 support.
- Coordinate with ESF # 6 (Mass Care, Housing, and Human Services,) ESF #8 (Public Health and Medical Services), and Xxxx County local officials to determine food needs for the affected population.
- Coordinate the gathering of emergency food supplies, storage warehouses, and the transportation and distribution of supplies to members of affected households for take-home consumption.
- Coordinate the acquisition of food donations to supplement food needs.
- Maintain a roster of personnel that assist with various animal issues.

Xxxx County Emergency Management Agency Director

The Xxxx County Emergency Manager upon the advisement from the State (if warranted) and working in conjunction with the Xxxx County Board of Supervisors, City of Vvvv Mayor, and Board of Aldermen Officials, will complete the following:

- Ensure the timely and efficient activation of the requirements of ESF #11.
- Confer with the support agencies to make decisions based on the incident to deploy designated support personnel to the Xxxx County Emergency Operations Center.
- Task, in conjunction with the ESF #11 coordinator, all available resources and trained personnel deployed to designated areas as needed.
- Provide all agencies and volunteers with up-to-date information that would affect the situation (weather, changes in conditions of the situation, road closures, etc.)

Support Agencies' Responsibilities

Agency	Functions
<p>Xxxx County Extension Service/Vvvv-Xxxx County Humane Society</p>	<ul style="list-style-type: none"> • Liaison to assign support agency personnel to designated locations. • Allocate or obtain health and human resources for tasks deemed appropriate by the Emergency Management Agency Director or his assistance. • Alert all applicable personnel of possible deployment. • Coordination with the State Veterinarian and State Animal Health Official to ensure all animals, and zoological needs follow state and federal law. • Support Human Services and school districts to accomplish the needs of the Xxxx County Emergency Operation Center to meet the needs of the people of Xxxx County. • Coordinate animal support supplies (feed, fencing, post, vet supplies, shelter, etc.).
<p>Vvvv-Xxxx County School District</p>	<ul style="list-style-type: none"> • Support Transportation resources upon request. • Open school kitchens and buildings as needed to feed and shelter persons of Xxxx County. • Dedicate resources from inventory. • Maintain coordination with the Vvvv-Xxxx County • Coordinated by the Public School District Transportation Director and the Xxxx County Emergency Operations Center.
<p>Xxxx County Sheriff's Department Vvvv Police Department</p>	<ul style="list-style-type: none"> • Assist with transportation traffic control. • Provide security to all food and water shipments being delivered to the county and at all distribution areas in Xxxx County. • Provide necessary property protection in evacuated areas. • Assist with route clearance of debris as needed.



<p>Vvvv Public Works Department/Engineering Xxxx County Road Department</p>	<ul style="list-style-type: none">• Monitor water, food, and animals for signs of contamination.• Close roads and access to areas of contamination.• Assist with keeping routes open to emergency vehicles.• Provide equipment and transportation of animals that have been contaminated or need to be buried.• Assist in the loading/unloading of all equipment, food, water, and/or supplies for distribution to Xxxx County.
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ESF #11 Review and Maintenance

The Xxxx County Cooperative Extension Services with the aid of the Vvvv-Xxxx County Humane Society will coordinate the annual revision of this ESF #11, with all the support agencies. Other unscheduled reviews and revisions may be made after implementation of the plan or because of changes in laws or regulations. Recommendations for changes will be submitted to the Xxxx County Emergency Management Agency Director for approval and distribution.

Attachment E: Customizable Emergency Response Plan for Animal Shelter (ASPCA)

Contingency Plan Template for Animal Facilities

Place your organizational logo here.	Date of Plan: ___/___/___ Last Revised: ___/___/___ Completed by: _____
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Each facility has a multitude of disasters to which they may be exposed. Using this document in conjunction with other tools, you can begin to develop a robust contingency plan. Each facility should plan for an emergency evacuation, disruption of operations, power outage, and zoonotic disease impact. Once you consider these common disasters, think about natural disasters that could impact your facility, such as a hurricane, tornados, wildfires, winter storms, or floods. The disasters for which you need to plan will be based on your geographic location.

Identify Potential Disasters

To ensure continuity of operations, plan for four disasters - two that would require sheltering in place and two that would require evacuation.

- 1.
- 2.
- 3.
- 4.

Examples of Emergency Scenarios to Consider

Flooding:

Flooding can mean several things, including a pipe that burst within the facility that causes water damage, a flash flood that damages your facility or limits your ability to enter or leave the premises, or major flooding that requires evacuation and may prevent you from returning to the facility for an extended period. Facilities located in floodplains or areas subject to storm surges should create a plan for removing their animals to a safer area.

Fire on-premises:

One of the structures on the shelter property has caught fire and is threatening all structures. An immediate evacuation of all staff is in order. Ensure that the animals are securely locked within their enclosures. Do not evacuate the animals unless it is safe to do so. Firefighters will need a clear path to fight the fire and will not be able to do so if animals are loose within the facility. Once the facility has the "All Clear," the first animals

to be removed should be any who are under medical care. A veterinarian should examine all animals to ensure a clean bill of health.

Tornadoes:

Predictions of severe weather are becoming increasingly more accurate and providing us with more time to prepare for potential impact. When there is the anticipation of a tornado watch or warning, staff should be prepared upon arrival for that potential and be aware of weather alerts. Tornadoes require sheltering in place and ensuring that the staff knows the safest locations in your building. These will be the innermost rooms with no windows - often the bathrooms or medical areas.

Hurricanes and Strong Winds:

These weather events typically provide several days of warning. The strength of the potential impact and how it may threaten your facility will determine if you need to begin to prepare to evacuate or shelter in place. Even without a direct hit from the hurricane's landfall, you may experience wind damage, flooding, and tornadoes. It is important to understand how your facility will withstand a severe storm to make the proper determination regarding sheltering in place or evacuation.

Review Questions with Your Team

Identify those members of your team who should be involved in this planning process.

With your team, work through the following questions:

- Do you have written emergency plans in place that address the scenarios listed?
 - When were they last updated?
 - Have you practiced this plan?
 - Have you reviewed the plan with the staff?
 - Did you include an Incident Command System (ICS) chart?
 - Did you include job descriptions?
- Do you have methods for contacting staff, volunteers, and people who can assist with immediate needs?
- Have you identified local resources that may be willing to assist during emergencies?
 - Have you reached out to create agreements with them? (Examples of local resources include boarding facilities, veterinary clinics, transport companies or partners, etc.)
- If you had to evacuate your shelter, do you have a plan to move or transport the animals and agreements to ensure that the move is seamless?
- Do you have a plan for the continuity of care for animals, staff, and business operations at the relocation site?
- Do you have a relationship with the local Office of Emergency Management (OEM)?

- It is important to have a relationship with the OEM to ensure that they understand your plan and what you may need in the case of a disaster. They cannot be prepared to help you if they do not know what you may need.
- Do you have a relationship with the local police department?
 - This is a valuable resource for you. They should tour your facility and know where and how the animals are housed to ensure they can support you in an emergency.
- Do you have a relationship with the local fire department?
 - They should tour your facility and understand the layout and floor plan. This will allow them to understand how they can support you in crisis and provide you with tips on how to mitigate any fire risks.

Create an Emergency Response Plan

Create an organizational emergency response plan by gathering information and putting pieces together. Keep in mind that all the information may not apply to you and your organization. However, the more detailed you can be, the better it will serve you, your staff, and the animals in your care.

Gather Primary Facility Information

Essential Personnel

These are your essential personnel: people who play an important role in not only the planning process but also the execution of the plan.

Name/Title/Department	Cell Phone Number

Emergency Phone Numbers

These are essential numbers that you may need in a time of crisis. Think Emergency Operations Center (EOC), Police Department, Fire Department, Animal Control, Hospital, etc.

Company/Department	Primary Contact Name	Phone Number

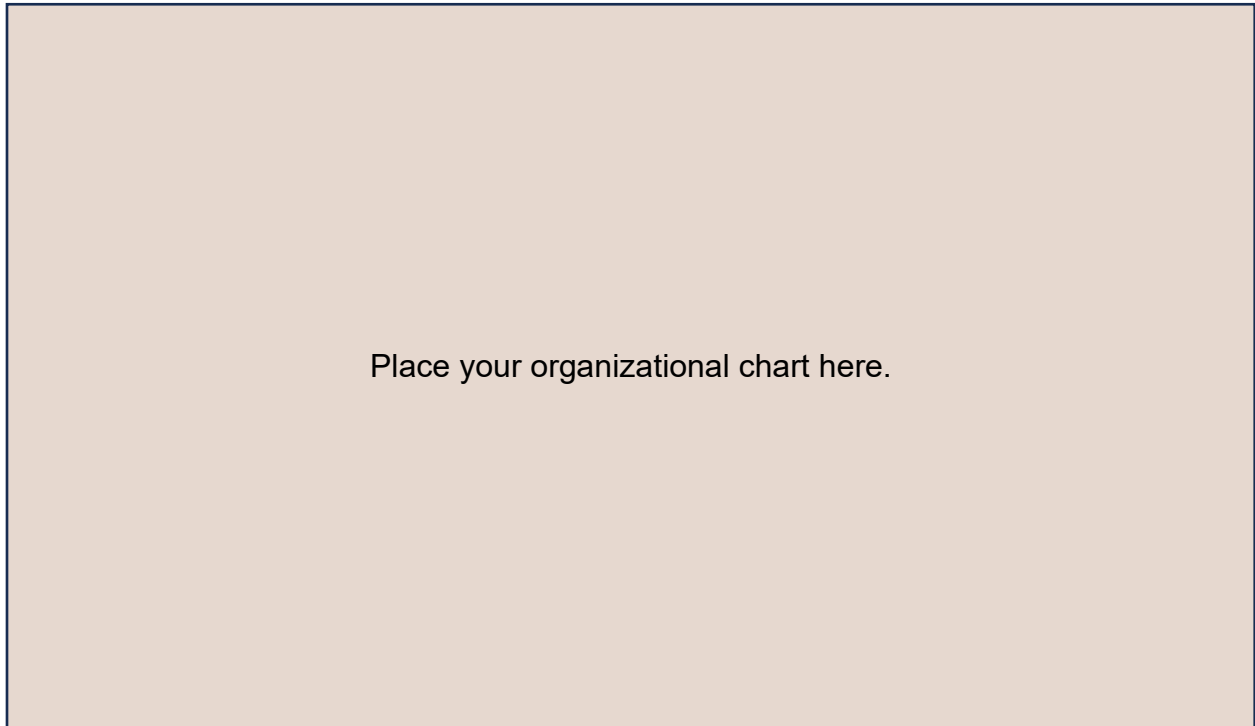
Staff Phone Numbers - Internal

List work and personal cell phone numbers for staff to be used during a disaster or other emergency.

Name	Title	Cell Phone Number

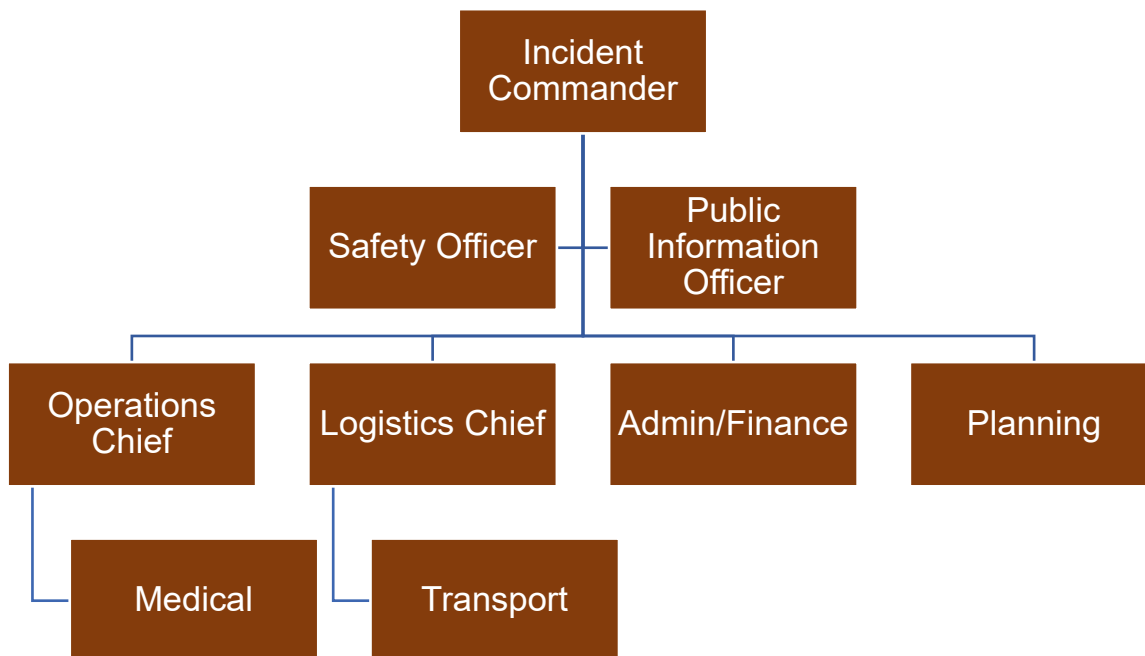
Organizational Chart

Add your organizational chart.



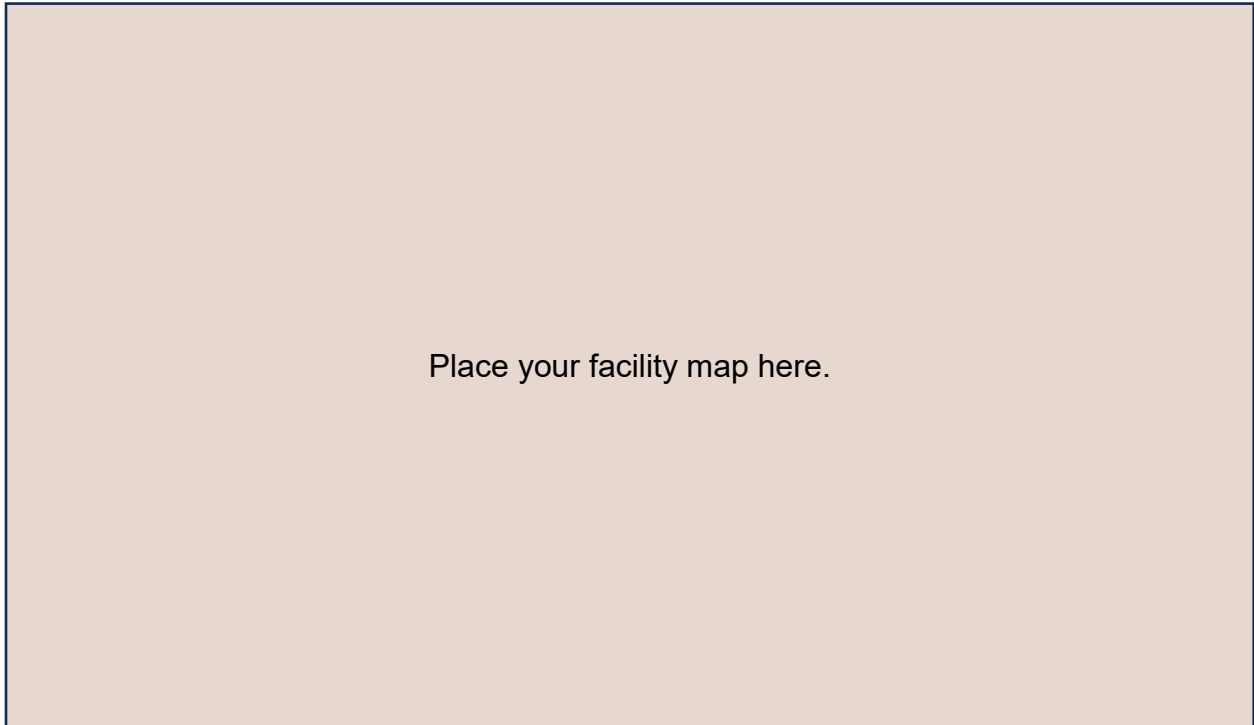
Incident Command Chart

Keep in mind that this may not look like your everyday structure and should be based on professional strengths and knowledge of the positions.



Overview Map of Facility

Add an overview map of the facility.



Establish Emergency Evacuation Protocols

There are a variety of reasons you may need to evacuate your facility. If you believe your facility is in imminent danger due to a building fire, wildland fire, chemical hazard spill, structural issue, bomb threat, or another type of emergency, please follow the steps below to evacuate the immediate area calmly and safely. It is important to remember that human life is a priority above all else.

Both crate training of the animals and evacuation exercises practiced by humans are critically important for a successful outcome should an evacuation become necessary. Everyone should familiarize themselves with the two exits closest to their work areas.

Note

Have this Evacuation Plan available to grab in the event of an evacuation and follow the steps below.

Evacuation Assembly Area(s)

Identify a safe location outside the building for staff to re-assemble for a headcount after evacuating the facility. This location should be away from danger and away from any potential secondary hazards (near active roads, etc.)

STAFF ASSEMBLY AREA	
RE-LOCATION SITE A	
RE-LOCATION SITE B	

Maximum Population of Animals in Facility to Be Evacuated

Dogs	Cats	Small Pets	Birds	Livestock	Other

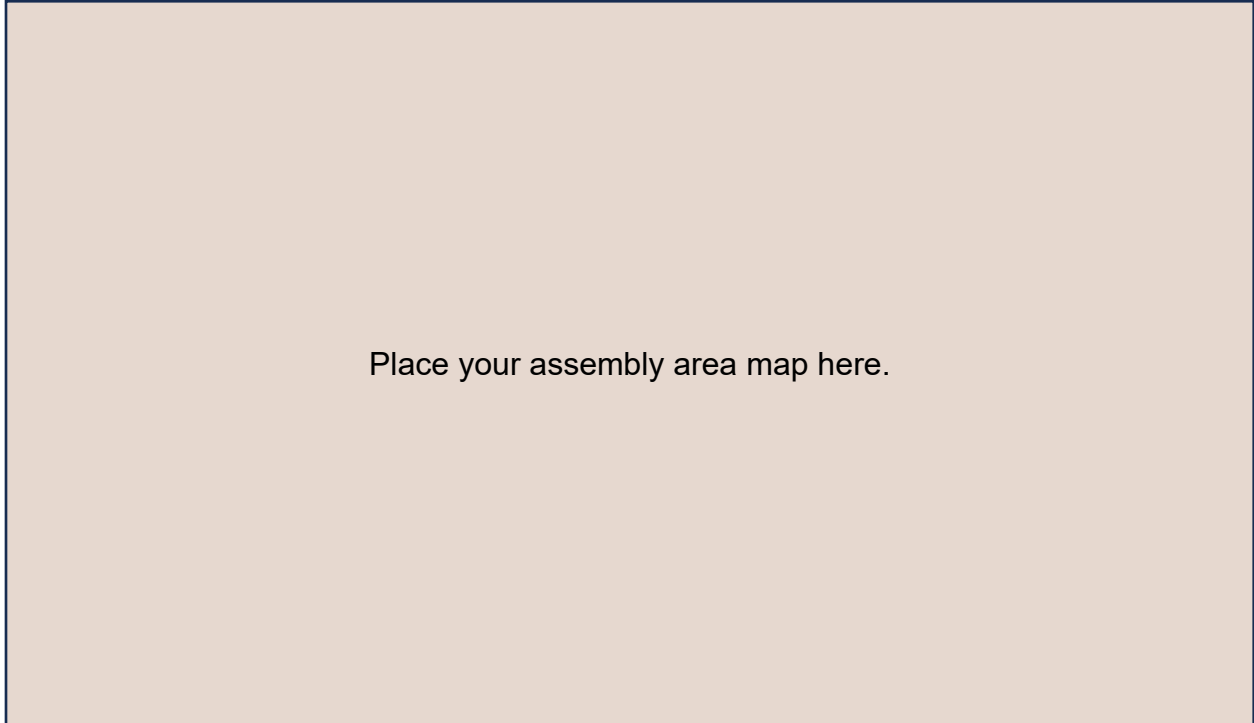
Building Evacuation Procedures

<p>ACTIONS: Clearly explain the evacuation actions that everyone will be required to follow. Below you will find some initial guidance, but you can arrange them however you choose. This should be a step-by-step process.</p>	
<p>EVACUATION LEADS</p>	1. Safely stop working in your area.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
<p>STAFF EVACUATION</p>	1. Safely stop working in your area.
	2. Gather essential belongings - if safe to do so - and exit the building.
	3.
	4.
	5.
<p>ANIMAL EVACUATION</p>	1.
	2.
	3.
	4.
	5.
<p>SUPPLIES/ EQUIPMENT <i>Note that this is only for items needed for immediate continuity of operations/ care, that cannot be replaced elsewhere or that may be too valuable to leave behind.</i></p>	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
	11.

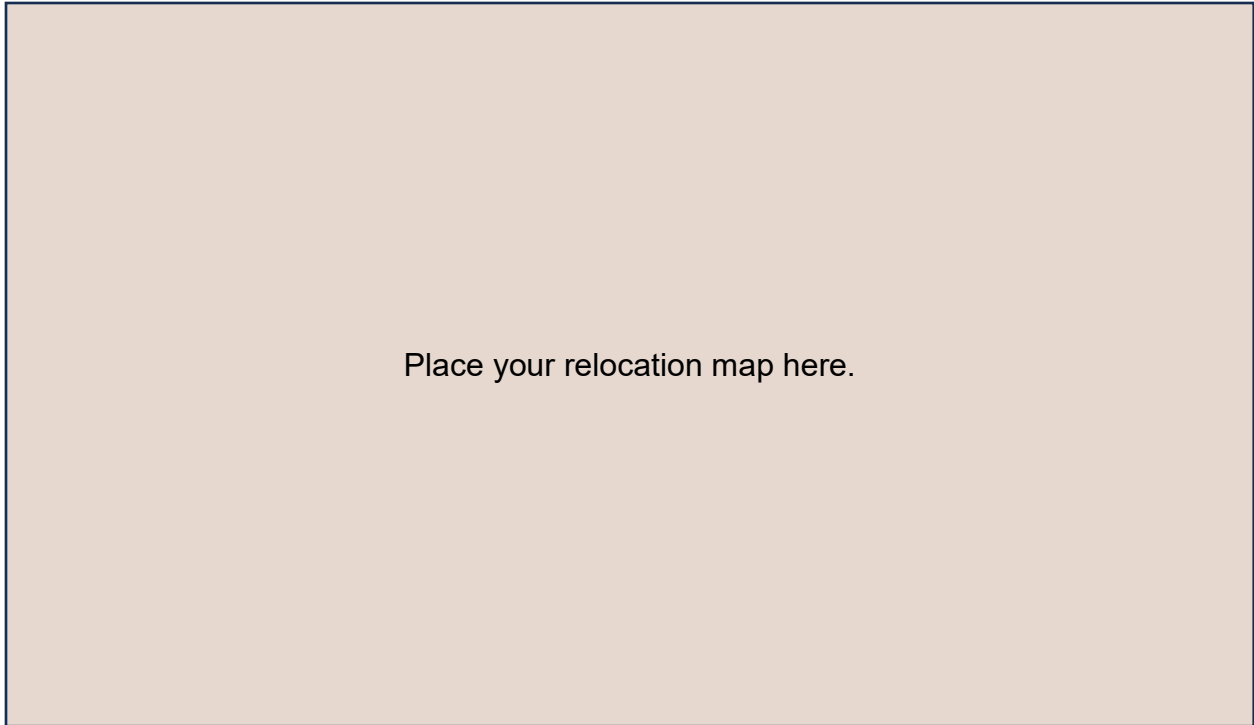
In case of a building fire, never reenter the building or work area until you have been instructed to by the Incident Commander.

Map of Staff Assembly Area

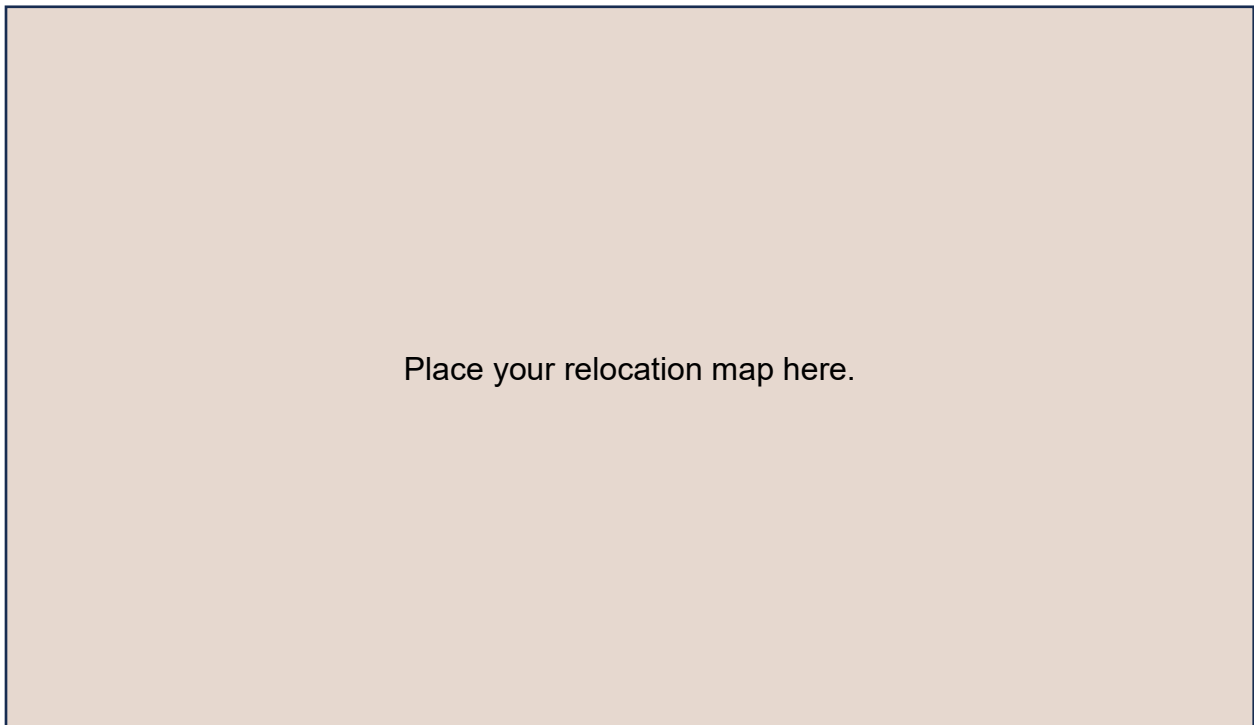
Add a map of where the staff will immediately leave the building to regroup and coordinate the next action steps. An assembly area is not required if there isn't an immediate or imminent danger to the building structure.



Relocation Site A Map



Relocation Site B Map



Current Partner or Vendor Agreements or Contracts

Examples of partner and vendor types are listed below. Complete the chart with your organization's specific partner and vendor information. If you have agreements with these partners, consider including them in your final document. Generating advance agreements will help expedite processes when you are in crisis.

Partner/ Vendor Type	Current Agreement	Dates of Contract/ Agreement
Transport <i>This could include agreements for rental vehicles, contract drivers, or maintenance of vehicles.</i>		
Veterinary/ Medical		
Lodging <i>These would be locations for the housing of staff if necessary.</i>		
Storage <i>Storage units – portable storage containers are ideal</i>		
Equipment Rental <i>This could include a forklift, generator, water tank, fencing, or other</i>		
Livestock areas <i>This could be set up for a variety of animal species.</i>		
Partner Organizations		
Other		

Establish Emergency Shelter-in-Place Protocols

There are a variety of reasons you may need to shelter in place in your facility. If you believe your staff, volunteers, and animals need to shelter in place for safety due to an emergency, please follow the steps below to gather all staff, volunteers, and visitors and move to the facility's shelter-in-place location(s) calmly and safely. Remember that human life is a priority above all else. Everyone should familiarize themselves with the shelter-in-place assembly area. Have this Shelter-in-Place Plan easily accessible in the event it's needed, and follow the steps below:

SHELTER-IN-PLACE ASSEMBLY AREA(S)

Identify a safe location within the building for staff to reassemble for a headcount. This location should be away from the hazard and any potential secondary hazards (windows, air vents with airflow from outside, etc.)

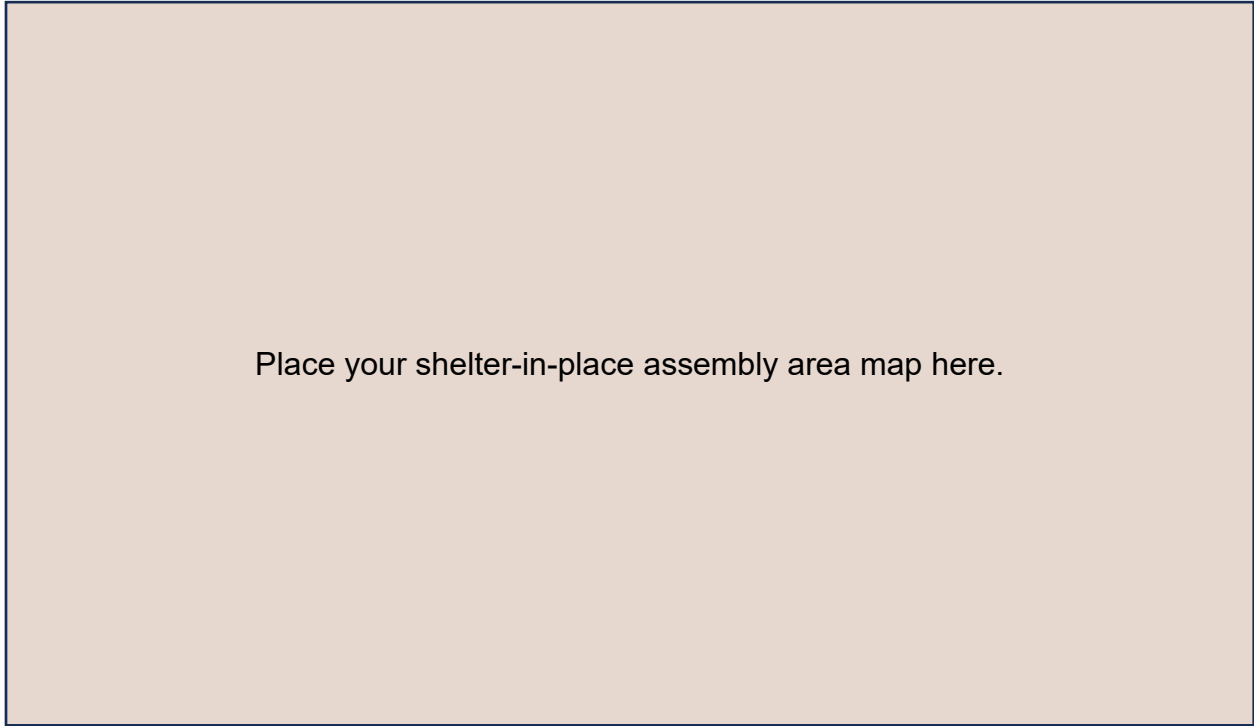
STAFF ASSEMBLY AREA	
SHELTER-IN-PLACE LOCATION A	
SHELTER-IN-PLACE LOCATION B	

Building Shelter-in-Place Procedures

ACTIONS: List each team member's responsibilities when required to shelter-in-place.	
SHELTER-IN-PLACE Leads	1. Safely stop working in your area.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
STAFF SHELTER-IN-PLACE	1. Safely stop working in your area.
	2. Gather essential belongings - if safe to do so - and move to the designated shelter-in-place assembly area.
	3.
	4.
	5.
ANIMAL SAFETY	1.
	2.
	3.
	4.
	5.
SUPPLIES/ EQUIPMENT	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.
	11.

Map of Shelter-in-Place Staff Assembly Area

Add a map of where the staff will immediately assemble to regroup and coordinate the next action steps.



Shelter In-Place Supplies Checklist

When an emergency happens at your facility, the first decision to make is whether to evacuate or take shelter.

If ordered to shelter in place, it is important to have sufficient supplies and equipment on hand to support the needs of staff and visitors for periods ranging from several hours to several days. Use this checklist to determine if you have the necessary items readily available.

Communication Equipment:

- Communication devices/smartphones capable of receiving NOAA and local news updates
- Cell phones and/or satellite telephones have been tested, and their limitations noted
- Emergency or portable generators with vented exhaust systems that can safely supply power to the facility during an emergency
- Public address system(s)
- Cache of office supplies (e.g., paper, notepads, staplers, tape, whiteboards, markers, etc.)
- Landline telephone

Emergency Equipment:

- At least one current copy of the Evacuation Plan is stored in the facility
- Battery-powered or hand-cranked flashlights, or glow sticks
- Fire extinguishers
- Blankets
- Pry-bars (for opening doors that may have been damaged or blocked by debris)
- Stretchers
- Automated External Defibrillator(s)
- Trash receptacles, trash can liners, and ties
- Supply of commonly used tools
- Portable heaters safe for indoor use
- Plastic sheeting (preferably pre-cut to size to reinforce windows & doors)
- Duct tape for sealing cracks around doors and windows
- Plywood sheets to reinforce windows and doors

First-Aid and Other Safety Supplies including:

- Adhesive tape and bandages in assorted sizes
- Safety pins in assorted sizes
- Medical gloves in assorted sizes
- Scissors and tweezers
- Antiseptic solutions and antibiotic ointments
- Supply of moistened towelettes
- Supply of non-prescription drugs (e.g., aspirin and non-aspirin pain relievers, anti-diarrhea medications, antacids, syrup of ipecac, laxatives)
- Petroleum jelly
- Eye drops
- Wooden splints
- Thermometers
- Cotton towels
- Fold-up cots
- First aid handbook

Water and Non-Perishable Food:

- Adequate amounts of food and water for personnel and animals sheltered in the facility for the duration of the expected event(s)

Sanitary Supplies:

Enough of the following supplies:

- Toilet Paper
- Paper towels
- Personal hygiene items
- Disinfectants
- Chlorine bleach
- Plastic bags
- Portable chemical toilets when flush toilets are not available

Appendix A: Acronyms, Key Terms, and Definitions

Acronyms

An asterisk indicates the term has a more complete definition in the following section.

AAR	After Action Report
ACO	Animal Control Officer
ADA	Americans with Disabilities Act (defines service animals)
AHJ	Authority Having Jurisdiction
APHIS	Animal and Plant Health Inspection Service (USDA)
ASAR	Animal Search and Rescue
CART	County/Community Animal Response Team*
CBRN or CBRNE	Chemical, biological, radiological, nuclear (explosive)
CERT	Community Emergency Response Team (Citizen Corps program)
CONOPS	Concept of Operations
DHS	Department of Homeland Security
DOD	Department of Defense
DOI	Department of Interior
EIEIO	The chorus from “Old MacDonald Had a Farm”
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact*
EOC	Emergency Operation Center* (also termed Coordination Center)
EOP	Emergency Operations Plan (may be preceded by jurisdictional identifier)
ESF	Emergency Support Function*
ESF6	Emergency Support Function 6 (Mass Care, Emergency Assistance, Housing, and Human Services)
ESF8	Emergency Support Function 8 (Public Health and Medical Services)
ESF9	Emergency Support Function 9 (Search and Rescue, SAR)
ESF11	Emergency Support Function 11 (Agriculture and Natural Resources)
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
HHS or DHHS	Health and Human Services (U.S. Department of)
HVAC	Heating, Ventilating, and Air Conditioning
IA	Individual Assistance (FEMA)
IAP	Incident Action Plan*
IC	Incident Commander
ICC	Incident Command and Coordination

ICP	Incident Command Post
ICS	Incident Command System*
IMT	Incident Management Team*
IMAT	Incident Management Assistance Team (FEMA)
IOF	Interim Operating Facility (precursor to Joint Field Office)
IT	Information Technology
JFO	Joint Field Office (FEMA)
JIC	Joint Information Center
JIS	Joint Information System (multiple locations)
MA	Mission Assignment*
MAA	Mutual Aid Agreement
MAC Group	Multi-agency coordination group (policy level)
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps (a program within Citizen Corps)
NARSC	National Animal Rescue and Sheltering Coalition
NASAAEP	National Alliance of State Animal and Agricultural Emergency Programs
NDMS	National Disaster Medical System
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRCC	National Response Coordination Center
NRF	National Response Framework
NSS	National Shelter System
NVRT	National Veterinary Response Team
OSHA	Occupational Safety and Health Administration
PA	Public Assistance (FEMA)
PAPPG	Public Assistance Program and Policy Guide (FEMA)
PETS Act	Pets Evacuation and Transportation Standards Act (amendment to the Robert T. Stafford Act of 1974)
PIO	Public Information Officer
POC	Point of contact
PPE	Personal Protective Equipment
RRCC	Regional Response Coordination Center (FEMA)
RRF	Resource Request Form (FEMA)
RSF	Recovery Support Function
SAHO	State Animal Health Official
SAR	Search and Rescue
SART	State Animal/Agricultural Response Team*

SME	Subject matter expert
SOG	Standard Operating Guidelines
SOP	Standard Operation Procedures
STT	State, Tribal and Territorial
STTI	State, Tribal, Territorial and Insular
STTL	State, Tribal, Territorial and Local
THIRA	Threat and Hazard Identification and Risk Assessment
USAR or US&R	Urban Search and Rescue
USDA	United States Department of Agriculture
VOAD AND NVOAD	(National) Voluntary Organizations Active in Disasters
VERT, VRC or VMRC	Veterinary Emergency Response Team, Veterinary (Medical) Reserve Corps
Web EOC	Software platform for EOC management (used by FEMA and many other jurisdictions)
ZAHP	Zoo and Aquarium All Hazards Partnership

Key Terms and Definitions

Legal definitions of different types of animals vary across jurisdictions. To provide consistency across the Animal Emergency Management Best Practice Working Group documents, animal classifications and definitions are provided as common-use definitions.

For a specific legal definition, refer to jurisdictional definitions. These definitions are generally accepted in the US and are sourced from global, state, and/or federal guidelines. Other key terms are used in animal emergency practices. This list addresses some common terms used during emergency response.

• Animal Definitions

- **Animals:** Animals include household pets, service and assistance animals, working dogs, livestock, wildlife, exotic animals, zoo animals, research animals, and animals housed in shelters, rescue organizations, breeding facilities, and sanctuaries (source: [National Preparedness Goal](#)).
- **Assistance animals:** an assistance animal is not a pet. It is an animal that works, provides assistance, or performs tasks for the benefit of a person with a disability or provides emotional support that alleviates one or more identified symptoms or effects of a person’s disability (source: [Section 504 of the Fair Housing Act](#)).
 - Note – service animal definitions under the Americans with Disabilities Act (ADA) and assistance animal definitions under the Fair Housing

Act only differ by the exclusion of emotional support from the service animal definition.

- **Livestock:** The term livestock may have a specific definition within individual states and Federal programs. In the broadest use, including general ESF #11 use, livestock includes domestic livestock typically kept on farms and such as cattle, sheep, goats, swine, poultry, and other animals raised for food or fiber, as well as horses, donkeys, and mules. “Alternative livestock” may include wild cervids (elk, deer, etc.) as well as bison, ostrich, emu, or other wild species kept for food production. When discussing “livestock,” it is essential for all parties to work from the same definition.
- **Non-commercial livestock or “backyard” livestock:** This is another flexible term that may have a specific definition in local, State, Tribal, Territorial and/or Insular (STTI) emergency plans. In its broadest use, non-commercial livestock would include animals kept at residences for pleasure, companionship, sport (not commercial racing) or household food production which does not generate food or products intended to enter commerce.
- **Pets/Household pets:** Summarizing from the FEMA Public Assistance Policies, household pets are domesticated animals that:
 - Are traditionally kept in the home for pleasure rather than commercial purposes
 - Can travel in common carriers
 - Can be housed in temporary facilities
 - Examples are dogs, cats, birds, rabbits, rodents, hedgehogs, and turtles
 - FEMA Public Assistance excludes these species as household pets: farm animals (including horses), racing animals, reptiles (other than turtles), amphibians, fish, insects, and arachnids
 - *Note: This definition applies to expense eligibility under the FEMA Public Assistance Grant Program and in no way limits STTI, Local, and non-governmental entities from defining and managing all animal types per their own policies.*
- **Service animals:** Under the ADA, a service animal is defined as a dog that has been individually trained to do work or perform tasks for an individual with a disability. The task(s) performed by the dog must be directly related to the person's disability. In addition to the provisions about service dogs, the Department's ADA regulations have a separate provision about miniature horses that have been individually trained to do work or perform tasks for people with disabilities (U.S. Department of Justice Civil Rights Division, 2020).

- **Working animals:** The term working animal can vary considerably within the situational context, but within an emergency management context, ESF #11 considers this group to include animals (typically dogs and horses) working in law enforcement (detection, patrol, apprehension, etc.) and animals working in search and rescue (primarily dogs used in search and recovery missions). Working dogs may include dogs used in hunting, guarding and for agriculture tasks.
- **Animal Emergency Management Annex:** A component of a jurisdictional emergency operations plan that provides information on how animals will be managed in disasters, including organizational responsibilities.
- **Biosecurity:** Measures that prevent the spread of disease to, from, or within a premises containing animals.
- **Community or County Animal Response Team (CART):** An organization developed to implement the animal elements of the jurisdictional emergency operations plan. The exact title and format vary considerably (a team of organizations, direct volunteers, etc.) The critical element is that the CART must be under the control of, or have an agreement with, the local government.
- **Coordination Center:** *FEMA EMI ICS Glossary* – A facility that is used for the coordination or agency or jurisdictional resources in support for one or more incidents.
- **Emergency Management Assistance Compact (EMAC):** EMAC is a national interstate mutual aid agreement that enables states to share resources during times of disaster. The thirteen (13) articles of the Compact sets the foundation for sharing resources from state to state that have been adopted by all 50 states, the District of Columbia, the U.S. Virgin Islands, Puerto Rico, and has been ratified by Congress (PL-104-321).
- **Emergency Operations Center (EOC):** See Coordination Center definition above.
- **Emergency Support Function (ESF) (Federal):** Some states, but not all, use ESF terminology. Some states use more than 15 ESFs and do not necessarily align with Federal ESFs.
- **Disaster Declaration:** A Disaster Declaration is a formal statement by a jurisdiction that a disaster or emergency exceeds the response and/or recovery capabilities.
- **Disaster/emergency:** An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. Except for use in certain declarations, the terms are commonly used interchangeably.
- **Emergency manager:** The jurisdictionally appointed position that conducts analysis, planning, decision-making, and assignment of available resources to prevent/mitigate, prepare for, respond to, and recover from the effects of all hazards.

- **Emergency Operations Plan (EOP):** A document maintained by various jurisdictional levels describing the plan for responding to a wide variety of potential hazards.
- **Incident Action Plan (IAP):** *From the FEMA ICS Glossary* – An oral or written plan containing incident objectives which reflect the overall strategy for managing the incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
- **Incident Command System (ICS):** *From the FEMA ICS Glossary* – A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.
- **ICS forms:** Nationally standardized forms used to manage or document incident response under the Incident Command System. Forms can be found on FEMA's website.
- **Incident Management Team (IMT):** The Incident Commander and appropriate Command and General Staff personnel assigned to an incident. Key IMT positions include (source: FEMA ICS Glossary):
 - **Incident Commander (IC)** – assigned by jurisdictional authorities to oversee all aspects of the incident response
 - **Command Staff:** Safety Officer (SOFR), Liaison Officer (LOFR), Public Information Officer (PIO)
 - **General Staff:** Operations Section Chief (OSC), Planning Section Chief (PSC), Logistics Section Chief (LSC) and Finance and Administration Section Chief (FASC)
- **Isolation:** Segregation of animals to prevent disease exposure or spread.
- **Mission Assignment (MA):** A work order issued by FEMA to another Federal agency directing the completion of a specific task, and citing funding, other managerial controls, and guidance. There are two general types of MAs:
 - **Federal Operations Support (FOS)**—Requested by a Federal agency to support Federal operations.
 - **Direct Federal Assistance (DFA)**—Resources requested by and provided to affected State and local jurisdictions when they lack the resources to provide specific types of disaster assistance.

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- **Mutual aid:** emergency assistance provided from one jurisdiction or organization to a peer (local-local, state-state, NGO-NGO, etc.).
 - **Quarantine:** Isolation of animals that may have an infectious disease for a specified period to allow for testing or extended observation.
 - **Resource typing and credentialing:** Resource typing is defining and categorizing, by capability, the resources requested, deployed, and used in incidents. Resource typing definitions establish a common language and defines a resource's (for equipment, teams, and units) minimum capabilities.
 - **State Animal/Agricultural Response Team (SART):** SART organizations vary considerably in their structure, mission, and nomenclature (many don't use the SART name). In general, SART-type organizations provide a framework for State stakeholders to support the State animal emergency management plan. SART-type organizations generally are under the control of the state or have an agreement with the state.
 - **State veterinarian/animal health officials (SAHO):** The veterinary officer/official for a particular State or territory of the U.S. in charge of animal health activities (exact title varies).
 - **Zoonoses:** Disease that can be transmitted between animals and humans.



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Appendix B: Stakeholders for Animal Emergency Management Planning

Stakeholders are agencies, organizations, enterprises, and individuals who have an interest in animal emergency planning, who have expertise in the subject or who have resources available for mitigation, planning, preparedness, response, or recovery.

The following table gives examples of the types of stakeholders that should be considered when developing state, local, territorial, or tribal planning efforts:

Table 2.1: State, Local, Tribal or Territorial Stakeholders

State, Territorial, or Tribal Stakeholders	Corresponding Local Stakeholders
Emergency management agency	Emergency management agency
Department of agriculture and/or animal health Official	Usually, no local agricultural agency
Public health agency	Public health agency
Environmental health agency	Environmental health agency
Human services/housing authority	Human services/housing authority
University and/or Cooperative Extension	University and/or Cooperative Extension
Public safety agency	Law enforcement/mounted search and rescue/posse, Fire/EMS agencies
Animal control associations	Animal control agency/animal shelter
Veterinary medical associations <ul style="list-style-type: none"> • American Veterinary Medical Association • American Association of Wildlife Veterinarians • American Association of Zoo Veterinarians 	Local veterinary medical associations/practitioners
Livestock industry associations	Local livestock associations/enterprises
Animal welfare associations	Animal welfare organizations
Voluntary Agencies Active in Disaster (VOAD) and affiliated organizations (American Red Cross, etc.)	Voluntary agencies (American Red Cross, others)
Citizen Corps Council	Citizen Corps programs
Medical Reserve Corps Units	Medical Reserve Corps Units
Private foundations	Private foundations Kennels and animal service enterprises Animal feed or retail enterprises Concerned citizens

Federal Partners (not an exhaustive list)

Federal partners provide guidance, resources, and coordination as needed at the local and regional levels.

Department of Homeland Security

- Federal Emergency Management Agency: <https://www.fema.gov/>
 - FEMA Regional Offices: <https://www.fema.gov/about/organization/regions>
 - FEMA Training Programs: <https://training.fema.gov/>
 - Grants and Assistance: <https://www.fema.gov/grants>
 - Public Assistance: <https://www.fema.gov/assistance>
- Ready: <https://www.ready.gov/>

United States Department of Agriculture

- Animal and Plant Health Inspection Service: <http://www.aphis.usda.gov>
 - Animal Care
 - Enforcement of the Animal Welfare Act and Horse Protection Act
 - Support for the safety and well-being of the pets under ESF #11
 - ESF #11 Agriculture and Natural Resources: APHIS coordinates ESF #11 for USDA and the Department of Interior.
 - Veterinary Services
 - National responsibility for ongoing animal health issues
 - Animal health emergency response
 - Wildlife Services
 - Multiple missions about wildlife issues in agriculture and other sectors (such as airports).
- Food Safety Inspection Service: <http://www.fsis.usda.gov/>
 - Inspection of meat, poultry, and egg processing sites.
- Food and Nutrition Service:
 - Food commodities programs, including support of schools and Federal Supplemental Nutrition Assistance Program (formerly food stamps).
 - Disaster Supplemental Nutrition Assistance Program (DSNAP) and support of mass care feeding under ESF #11.

Department of Health and Human Services

- US Public Health Service: <https://www.usphs.gov/>
- Center for Disease Control and Prevention: <http://www.cdc.gov/>
- Medical Reserve Corps: <https://aspr.hhs.gov/MRC/Pages/index.aspx>

Department of Defense

Key Non- Governmental Partners

Some organizations that have key roles in animal emergency management issues include:

Emergency management organizations

- National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP) <https://www.thenasaaep.com/>
- National Emergency Management Association (NEMA) www.nemaweb.org
- International Association of Emergency Managers (IAEM) www.iaem.org
- National Voluntary Organizations Active in Disaster (NVOAD) www.nvoad.org
- The National Animal Rescue and Sheltering Coalition (NARSC) <https://www.thenarsc.org/>

Livestock organizations

- National Association of State Departments of Agriculture (NASDA) www.nasda.org
- National Institute for Animal Agriculture (NIAA) www.animalagriculture.org

Veterinary and animal health organizations

- American Veterinary Medical Association (AVMA) www.avma.org
- United States Animal Health Association (USAHA) www.usaha.org
- National Assembly of State Animal Health Officials (NASAHO)
 - <https://www.nasda.org/about-nasda/affiliates/national-assembly-of-state-animal-health-officials-nasaho/>
 - <https://www.usaha.org/saho>

Animal Welfare Organizations and Key Voluntary Organizations

- American Red Cross www.redcross.org
- American Humane www.americanhumane.org
- American Society for the Prevention of Cruelty to Animals (ASPCA) www.aspca.org
- Best Friends Animal Society www.bestfriends.org
- Code 3 Associates www.code3associates.org
- International Fund for Animal Welfare (IFAW) www.ifaw.org
- National Animal Care and Control Association (NACA) www.nacanet.org
- PetFinder Foundation www.petfinderfoundation.com
- RedRover <http://www.redrover.org/>

Zoological organizations

- Association of Zoos and Aquariums (AZA) www.aza.org
- American Veterinary Medical Association (AVMA) www.avma.org
- American Association of Zoo Veterinarians (AAZV) www.aazv.org
- American Association of Wildlife Veterinarians (AAWV) www.aawv.net
- Global Federation of Animal Sanctuaries (GFAS) www.sanctuaryfederation.org
- National Wildlife Rehabilitators Associations (NWRA) www.nwrawildlife.org
- Association of Reptilian and Amphibian Veterinarians (ARAV) www.arav.org
- Exotic Wildlife Association (EWA) <http://www.myewa.org>
- American Association of Zoo Keepers (AAZK) www.aazk.org

Appendix C: Understanding Hazards, Vulnerabilities, Consequences, Probability, and Risk

Below are some key terms that form the basis for appropriate emergency planning:

Hazards

Threats that can negatively impact people, infrastructure, property, systems, or the environment. Hazards may be natural or man-made, including accidents and intentional criminal acts.

Hazards include:

- **Weather Hazards:** Hurricanes, tornadoes, floods, severe winter storms, severe thunderstorms, drought, etc.
- **Geological Hazards:** Earthquakes, tsunamis, volcanoes, etc.
- **Wildfire:** Natural, accidental, or arson; grassland or forest
- **Infrastructure Failure:** Dam or bridge collapse, natural gas explosions, power outages, telecommunications failures, heating/cooling failures, etc.
- **CBRNE Hazards:** Chemical, biological, radiological, nuclear, and explosive hazards may be intentional or accidental. Of particular concern to the AEMP will be an animal health emergency or a zoonotic disease (disease that moves between animals and people) emergency.
- **'Physical Plant' Hazards:** poor maintenance, storage of combustibles, etc.
- **Human Error:** This is the single largest cause of workplace emergencies. Poor training, poor maintenance, carelessness, misconduct, substance abuse, and fatigue can lead to any number of mishaps from minor to catastrophic.

Vulnerabilities

People, infrastructure, property, systems, or the environment which are susceptible to injury or damage caused by the hazard. Pertaining to animals, vulnerabilities could include:

- Numbers, types, and locations of animals within the jurisdiction and within specific hazard zones (flood plains, wildfire vulnerable areas, etc.)
- People with disabilities or who rely on public transportation and have pets or service animals
- Animals in zoos, sanctuaries, animal shelters, kennels, etc.
- Agricultural animals in rural areas

Consequence

The degree to which a hazard impacts vulnerable elements within a jurisdiction. For instance, a windstorm may have lower consequences with many lightly damaged roofs compared to a large tornado that leaves a large area of severe destruction.

- CBRNE threats may have significant to extreme consequences. For example:
 - A zoonotic disease pandemic, such as the recent COVID-19 pandemic had devastating worldwide consequences. In addition to the impacts on people, animal issues included impacts on animal control agencies, animal shelters, veterinary practices, wildlife, pets, and the operation of agricultural processing plants.
 - A single case of certain foreign animal diseases on US soil could result in trade restrictions that could cost the nation billions of dollars over months or even years due to lost export markets.
 - Although low in probability, a nuclear detonation in a major city could result in tens of thousands of human deaths, death of many thousands of animals, extreme need for animal mass care and veterinary medical treatment, and impact agriculture in a very large area downwind.
 - Accidental or intentional contamination of livestock feed with hazardous chemicals could impact many thousands of animals and present a challenging food safety incident.

Probability

The likelihood of the threat impacting a vulnerable population or resource. For example, a tsunami is unlikely in Iowa, where flooding or tornadoes are far more likely. One of the key challenges in emergency management is planning for very high consequence, low probability incidents, including nuclear or radiological incidents, catastrophic infrastructure failure (dams, bridges), large-scale animal disease outbreaks, pandemics, and more.

Risk

A total of the hazard, vulnerability, consequences, and probability. For example, a community risk assessment would consider all the above in determining the greatest overall risks to the community. While emergency preparedness is all-hazards at the core, the jurisdiction will need to assess what resources to commit, including time, equipment, mitigation, training, etc., in addressing those most important risks to the community.

Example: Risk Assessment

Your community risk assessment shows that wildfire, flash flooding, tornado, and severe winter storm are the key risks with a high probability. For flash flooding, it is estimated that a 100- year flood could result in a handful of fatalities and would impact the county fairgrounds (which is a key resource for animal sheltering).

Wildfires have occurred regularly and have resulted in evacuations of up to 2,500 people and sheltering of between 50 and 150 pets and up to 150 horses and small livestock. Severe winter storms in the past have required sheltering in place for many people, closure of many businesses and significant livestock losses. The baseline for an animal response, for example, should consider the need to:

- Shelter up to 150 pets and 150 horses and small livestock
- Have an alternate animal sheltering site(s) in case the fairgrounds is impacted
- Have animal search and rescue capabilities for fires and flood incidents
- Encourage agricultural producers to develop emergency plans and the ability to support each other in severe winter storms

Further planning, explained throughout key milestones in this document, will plan where additional resource needs can be mobilized through various resource management processes.



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Appendix D: Questions and Resources to Determine Necessity of Planning for Animal Emergencies

The following questions are designed to assist the Animal Emergency Management Planner in assessing the extent of companion animals and livestock in their jurisdiction. Many questions listed below have suggested sources on where this data can be obtained but the best sources are those that are located at the local level such as Cooperative Extension, animal services, livestock organizations, and individual owners.

The information gained can be utilized to prove to other governmental and non-governmental agencies why planning for animals is important to a whole community response approach. It will also assist the planner in determining what types of plans, resources, and training would be beneficial for the most common type of incident involving animals in their jurisdiction.

- How many companion animals are in your jurisdiction, including but not limited to owned animals, boarding/dog daycare facilities, shelters, rescue organizations, and breeding facilities?
 - AVMA 2020 study estimated that 45% of households owned dogs and 26% owned cats. Statistics vary depending on location and survey so use the most accurate information for your location. The full AVMA report has more localized statistics that can be accessed for free by AVMA members. A local veterinarian may be a member and willing to share that information.
 - Link to estimate how many pets are in your jurisdiction: <https://www.avma.org/resources-tools/reports-statistics/us-pet-ownership-statistics>
 - Some facilities identified could potentially be used as sheltering locations whereas others may need assistance with sheltering.
- Now that you have an estimate of the number of companion animals in your jurisdiction, how many of those are likely to show up at a disaster shelter?
 - To estimate the number of animals that may need sheltering assistance, multiply 15% by the number of companion animals in the evacuation area.
 - The 15% factor is used because emergency mass care planners commonly estimate 10-15% of evacuated households will need sheltering assistance.
- How many and what species of livestock are in your jurisdiction?
 - Link to USDA's National Agricultural Statistics Service by county: https://www.nass.usda.gov/Data_and_Statistics/County_Data_Files/Livestock_County_Estimates/index.php (this database does not include non-food producing livestock such as horses, llamas, alpacas, etc.)

- Where are the livestock located? Are they in additional danger due to geographic location (i.e., flood plain, proximity to a coastline susceptible to hurricanes, tornado alley, blizzards)?
 - If farm locations are known, can overlay with GIS flood maps.
- Is there a plan for managing mass animal mortality and the resulting risk to public and environmental health?
- What is the economic importance of livestock in your jurisdiction?
 - USDA's NASS and/or your State Animal Health Organization
- Are there show arenas, racetracks, or sale barns in or near your jurisdiction that would increase traffic hauling animals? What species of animals are shown or sold there?
 - Check local Cooperative Extension Services
- Are there any equestrian riding trails, organized trail rides, training facilities, or boarding barns?
- Do you have any meat or poultry processing facilities in your jurisdiction or a neighboring one? This can increase the risk of animals escaping during the unloading process along with increasing vehicular traffic carrying livestock to your area.
 - Locations for federally inspected processing facilities:
<https://www.fsis.usda.gov/inspection/establishments/meat-poultry-and-egg-product-inspection-directory>
 - Check with your State department of agriculture for locations of state-inspected facilities
- Do you have any major traffic routes (interstate highways, etc.) that intersect your jurisdiction? How many trucks and trailers hauling livestock travel those roads daily and therefore increase the chances of a vehicular incident involving animals? Although traffic accidents are possible at any location, are there any hazardous sections of the road that are more prone to incidents (i.e., sharp curves, heavy traffic flow, wildlife crossings, etc.)?
 - Contact your State department of transportation, State highway patrol, local law enforcement, etc. to see if those statistics are collected
- Are there any zoos, aquariums, captive wildlife, or other special animal collections in your jurisdiction?
- Do you have any trained animal emergency response organizations in your area or region that would be available to assist in response or training?

Appendix E: Federal and State Mandates

What are the Federal, State, or Other Mandates?

At the federal level, multiple mandates are directly related to animal emergency management. Many more mandates impact broader emergency management and response actions and therefore impact animal issues as well. This section discusses federal mandates focused on animal issues.

1. **Homeland Security Presidential Directives:** A list of all Homeland Security Presidential Directives can be found at: <https://www.dhs.gov/presidential-directives>. Most can be viewed, but at least two are classified. While all are important, the following are foundational:
 - **HSPD – 5: Management of Domestic Incidents.** Enhances the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system. This is the basis for the National Incident Management System (NIMS).
 - **HSPD – 8: National Preparedness.** Identifies steps for improved coordination in response to incidents. This directive describes the way federal departments and agencies will prepare for such a response, including prevention activities during the early stages of a terrorism incident. This directive is a companion to HSPD-5. This is the basis for the National Response Framework (NRF).
 - **National Security Memorandum 16 (NSM-16).** Strengthening the Security and Resilience of United States Food and Agriculture. This memorandum has an accompanying [DHS Fact Sheet](#) that summarizes the NSM-16.
2. **Animal Health Protection Act of 2002 (AHPA):** This act gives the United States Department of Agriculture (USDA) specific powers related to animal health and the protection of U.S. Animal Agriculture from domestic and foreign disease threats. USDA Animal and Plant Health Inspection Service (APHIS) Veterinary Services (VS) is the primary animal health authority within USDA. The text of the AHPA can be found at: <https://uscode.house.gov/view.xhtml?path=/prelim@title7/chapter109&edition=prelim>
3. **Animal Welfare Act (AWA) and Horse Protection Act (HPA):** The AWA is the essential authority for USDA, through APHIS Animal Care (AC), to regulate the welfare of primarily non-agricultural animals at certain facilities, including exhibitors (zoos, sanctuaries, aquariums, entertainment industry), biomedical research, wholesale pet breeding, and commercial transporters of animals. The Horse Protection Act is designed to eliminate the practice of “soring” in the training, show, and sale of horses. The statutes and regulations of the AWA and

HPA do not apply to general animal populations in disaster situations, but the personnel who enforce these laws are an essential part of the federal capability.

- USDA APHIS amended the Animal Welfare Act Regulations on December 3, 2021, to require contingency plans for the handling of animals during emergencies along with training employees on implementing those plans during emergencies. This regulation is expected to make such facilities more disaster resilient and elevate the ability of such facilities to take care of their own needs and better protect during a disaster. The needs of many of these facilities are beyond the capabilities of local responders to address making facility planning essential for the safety of both animals and people.
4. The Stafford Act: Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) 42 U.S.C. 5121-5206, (P.L 93-288 as amended) creates an orderly and systematic means of delivering federal disaster assistance to states, tribes, and local governments. It authorizes the President, through the Federal Emergency Management Agency (FEMA), to aid state, tribal, and local governments, certain non-profit organizations, and individuals to support response, recovery, and mitigation efforts following a presidentially declared major disaster or emergency. https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf
 5. Pets Evacuation and Transportation Standards Act (PETS Act) and the Post Katrina Emergency Management Reform Act (PKEMRA): These were enacted by Congress in the aftermath of Hurricane Katrina, modifying the Stafford Act to mandate that governments plan for and assist with the evacuation and sheltering of household pets and service animals. The Stafford Act mandates that state and local plans address the rescue, care, shelter, and essential needs of individuals and their pets and service animals. The PETS Act authorizes the FEMA administrator to provide funding to States but does not provide specific funding. Thus, current FEMA grant programs, such as the State Homeland Security Grant program, can fund household pet projects within the broader spectrum of emergency management projects. FEMA and the AVMA have information on these laws that impact planning for animals in disasters.
 - Additionally, states, tribes, territories, and local jurisdictions may enact statutes that create additional planning obligations. The AEMP should determine if any such statutes apply to their jurisdiction. As of 2010, eleven States or Districts enacted laws with some form of requirement for creating State or local plans for household pets (Oregon, Nevada, Texas, Louisiana, Illinois, New Hampshire, Connecticut, New York, Virginia, Florida, and the District of Columbia). Oregon's statute requires plans for the evacuation of livestock and Louisiana mandates emergency plans for animal facilities.

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- Mandates for disaster preparedness and contingency planning for the managed wildlife communities vary. Zoos, aquaria, and sanctuaries that are members of governing associations (Association of Zoos and Aquariums, Global Federation of Animal Sanctuaries, etc.) have some requirements for emergency preparedness as part of their accreditation process. Additionally, all licensed exhibitors that house marine mammals are required to have written contingency plans as required by the Animal Welfare Act.



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Appendix F: Planning for Chemical, Biological, Nuclear, and Radiological Incidents

Chemical, biological, nuclear, and radiological incidents are commonly termed CBRN. In some cases, an “E” may be added for explosive incidents (CBRNE). In other circumstances, the term “weapons of mass destruction” (WMD) may be used when describing CBRNE incidents that are intentional.

This document will primarily focus on CBRN incidents. Generally, animals are secondary impacts in CBRN incidents rather than the primary vulnerability. In a few cases, however, animals, particularly agricultural animals have been primarily impacted.

Examples of Chemical Incidents Impacting Animals and Agriculture:

The 1973 Michigan, USA incident included a primary accidental contamination of livestock feed with polybrominated biphenyls (PBBs). PBBs were used in firefighting products and were accidentally placed in magnesium oxide bags at the chemical plant, shipped to the Michigan Farm Bureau, and distributed to feed mills.

The mistake was not detected until months later after unusual and severe health issues affected dairy cattle. The outcome of the incident was the destruction of tens of thousands of livestock and poultry, including 30,000 dairy cattle, and complex and lingering health effects for large numbers of people in Michigan. PBBs last a very long time in the body and the environment, creating significant disposal challenges for carcasses and contaminated feed.

More information can be found at:

- <https://www.michigan.gov/mdhhs/safety-injury-prev/environmental-health/topics/dehbio/pbbs/history>
- <https://pubmed.ncbi.nlm.nih.gov/3002722/>

As Additional Examples of Past Agricultural Chemical Incidents:

- In Wisconsin, USA in 1996, carcasses that had been intentionally contaminated with chlordane (insecticide) were introduced by a competitor to the effected rendering company. The product made it to a feed mill and contaminated feed was distributed to 4000 farms. The attack was followed by an intentional contamination of poultry carcasses with a fungicide.
- In Belgium in 1999, dioxin contamination was detected in rendered fat for poultry feed, but the source was never discovered. A multi-nation ban on certain European Union food products lasted a year and cost \$1.5 billion in lost exports

Any kind of chemical agent attack on a human population will almost certainly impact animals. In urban areas, household pets, service, and assistance animals may be the largest animal population threatened. Law enforcement and/or search and rescue dogs are also a population of concern in such incidents. The Veterinary Medical Best Practice Working Group document contains additional information on animals in chemical incidents.

Additionally, veterinary toxicologists should be engaged in developing response options for animals in intentional or accidental chemical threats, including weaponized chemicals like nerve agents, mustard or phosgene agents, other chemical weapons, or accidental hazards such as chlorine, pesticides, petroleum, etc.

Examples of Biological Hazards Impacting Animals and Agriculture:

Biological hazards can be natural or intentional, including animal-specific diseases or zoonotic diseases (diseases that can cross between people and animals). Biological agents could be intentionally introduced in acts of WMD terrorism. CDC provides a list of potential biological weapons for use against people in three categories at: <https://emergency.cdc.gov/agent/agentlist-category.asp>.

Many of these are also capable of infecting various animal species. Agricultural bioterrorism is also a significant concern, particularly considering the high consequences of diseases such as foot and mouth disease, African swine fever, or classical swine fever.

Biological hazards can also be naturally or accidentally introduced. USA examples involving animals include:

- 1973, 2002, 2018: Virulent Newcastle disease (California and other states)
- 1979-1981: Emergence of canine parvovirus in the US (canine)
- 2014-2015 and 2022: Large-scale outbreaks of highly pathogenic avian influenza (limited potential for spread to people)
- 2003: Bovine spongiform myeloencephalopathy (BSE) or mad cow disease)
- 1928: last case of foot and mouth disease in the US
- 2019: The SARS-CoV-2 pandemic, causing COVID-19 in people and infections in some animal species

The response to animal-only diseases that are not zoonotic is managed under the authorities of USDA and State, Tribal, or Territorial animal health officials. Response to zoonotic diseases requires active One-Health collaboration between public health and animal health agencies.

More information on response to biological emergencies in animals can be found at:

- <https://www.aphis.usda.gov/aphis/ourfocus/animalhealth/emergency-management>
- <https://www.cdc.gov/onehealth/index.html>
- A listing of State Animal Health Officials can be found at: [Federal and State Animal Health \(usaha.org\)](https://www.usaha.org)

Local Jurisdictional Roles in Large-scale Livestock and Poultry Disease Incidents

While primary response authority for certain animal diseases may be primarily assigned to USDA and State, Tribal, and Territorial animal health officials, local emergency management should consider their potential roles in such incidents.

Actual roles may vary somewhat by jurisdiction but could include:

- Engaging animal and agricultural stakeholders in local emergency planning efforts, including veterinarians, Cooperative Extension, agricultural producer organizations, supporting agricultural service providers, and others.
- Supporting outreach about disease prevention
- Local logistical support of incident command
- Providing law enforcement support about responder safety during response, such as with quarantine and depopulation orders
- Assisting in communicating and enforcing restrictions on the movement of agricultural products and animals
- Providing support for impacted producers, particularly in the delivery of behavioral health services

Nuclear and Radiological Incidents:

The accidental types of nuclear and radiological incidents include:

- Smaller-scale transportation, industrial, or medical accidents
- Accidental releases at nuclear power plants
- Accidental releases from other industrial locations, such as nuclear weapons facilities or fuel processing facilities

Intentional types of nuclear or radiological incidents could include:

- Radiological exposure devices (RED) – an unshielded gamma radiation source that exposes passersby
- Radiological dispersion device (RDD) - a conventional explosive device that disseminates radioactive materials

- Intentional food contamination, including contamination of livestock feed
 - Polonium-210, for example, was used in the assassination of at least one Russian dissident
- Nuclear weapon or improvised nuclear device

Examples of large-scale nuclear or radiological incidents:

- The nuclear power plant disasters at Chernobyl (Ukraine) and the Daiichi Nuclear Power Plant (Japan) resulted in the evacuation of people along with the contamination of large amounts of agricultural land. Animal and agricultural missions included evacuation support, management of contaminated food and livestock, and long-term management of agricultural control zones.
- Above-ground nuclear testing in the USA (and other nations) required the monitoring of agricultural lands and livestock that were inadvertently contaminated when radioactive plumes did not follow projected pathways.

The Nuclear and Radiological Incident Annex to the National Response Framework provides a thorough overview of these kinds of incidents and jurisdictional responsibilities. Furthermore, for nuclear power plant accidents, the FEMA Radiological Emergency Preparedness Program (REPP) provides information to guide emergency planners.

Any nuclear or radiological incident that impacts people, will probably impact at least some animals. Some of those impacts include:

- Exposure and contamination of pets, service, and assistance animals. When families evacuate or shelter-in-place with their animals, community plans need to accommodate the needs of people with animals.
- Exposure and contamination of working animals from law enforcement or emergency response entities
- Impacts on animal facilities (zoos/wildlife facilities, biomedical research facilities, equestrian facilities, kennels, veterinary facilities, etc.)
- Impacts on agricultural animals.
 - Contamination of animals and agricultural products that may make them unsafe for the food supply:
 - Direct exposure or contamination
 - Exposure through contaminated pastures, water sources, or feed supplies
 - Nuclear power plant releases could impact agriculture 50 to 100 miles downwind, or even farther in some circumstances. Nuclear detonations could impact agriculture hundreds of miles downwind.

- Contamination of livestock, poultry, or agricultural products becomes a local, state, national, and international issue involving domestic and international trade on day one!

Local Jurisdictional Planning for Animal and Agricultural CBRN Incidents:

CBRN incidents, particularly intentional attacks, can involve multiple authorities and many response agencies from all levels of government. Collaboration is needed among all levels of government and across many experts from various agencies and organizations.

In some cases, the scale of the incident may require significant response resources from outside the initial impacted jurisdiction(s). Planning for animal issues in CBRN incidents should include the following steps:

- Identify potential CBRN incidents that could impact the jurisdiction, understanding it may be a direct impact, or indirect, such as receiving evacuees
- Identify the potential nature and scale of impacts on jurisdictional animals or agriculture
- Identify the State, Tribal, Territorial, or Federal resources that might interface with the jurisdiction in such incidents (example – State Animal Health Officials in animal disease incidents)
- Identifying local response resources and their potential roles in CBRN response and support for animal and agricultural issues
- Where appropriate, develop at least a baseline of jurisdictional resources. For example, having an animal decontamination resource that can process 50 pet animals in a day is better than having no resource for this capability. Incorporate such resources into training and exercise plans.
- For larger-scale incidents, identify potential resource needs and strategies for requesting those resources. Develop agreements pre-incident where appropriate. Similarly, determine what jurisdictional resources might be shared with other jurisdictions when appropriate.
- Incorporate the above activities into the jurisdictional emergency operations plan.



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Appendix G: Resource Development, Procurement, and Management

Even though resource management is an extremely important part of a response, and this topic may be covered in the Incident Command Best Practices Working Group documents, resource management is something that must be extensively planned for before an event. Ideally, processes or mechanisms are in place to quickly receive the resources before the event.

For these reasons, the following information has been provided to assist planners in understanding the response process and potential resource needs to support that process.

Each of the following mechanisms requires some planning before activation to avoid prolonged negotiation and review time which can be rate-limiting and prolong the time from deployment to response. Partnerships and Stakeholder agreements benefit from written agreements that outline the responsibilities and activities of the partnering entities.

Integration of animal resources into the appropriate jurisdictional incident command is important:

The management of animal health emergencies, including animal disease outbreaks, is a highly complex mission. In many cases, animal disease emergencies will be managed by the State Animal Health Official (SAHO) and USDA APHIS as the leading statutory authorities for the response. Missions within an animal health emergency response could include the following:

- Epidemiology and surveillance
- Laboratory testing
- Quarantine and movement control
- Prevention/biosecurity/compliance agreements
- Appraisal and indemnity payments
- Depopulation/euthanasia/mortality management
- Decontamination
- Repopulation

In most incidents, animal-related missions will be performed within an incident command which is managed under authority from local or State jurisdictional authorities that are not focused solely on animals, such as fire or law enforcement authorities. As

previously noted, the core all-hazards animal emergency response missions may include:

- Rapid needs assessment
- Animal evacuation and transportation
- Animal Sheltering
- Animal Search and Rescue
- Animal Decontamination
- Veterinary Medical Care

In these instances, Mutual Aid Agreements, State master mutual aid agreements, the Emergency Mutual Assistance Compact, and federal resource requests will be utilized. More information on these mechanisms follows.

Mutual aid agreements

Mutual aid agreements (MAA) are written documents authorizing the sharing of personnel and other resources between agencies, organizations, or jurisdictions during emergencies. Other similar terms include Memorandum of Understanding (MOU) and Memorandum of Agreement (MOA).

MAAs pave the way for rapid movement of resources into the incident and formalize roles and responsibilities established in jurisdictional emergency operations plans. In addition, MAAs often define how the cost of emergency response will be borne by the responding and requesting entities.

Memorandum of Understanding & Mutual Aid Agreements (Attachment B)

FEMA has published a Public Assistance Policy about the optimal content of MAAs at the [National Incident Management System - Guideline for Mutual Aid \(fema.gov\)](https://www.fema.gov/national-incident-management-system-guideline-for-mutual-aid). Federal cost-sharing with local and State agencies will often depend on adequate documentation of plans, MAAs, responses, and expenses.

State master mutual aid agreements

Many states have developed master mutual aid agreements that give signatory States and local jurisdictions permission to share resources in a disaster. Typically, the sending jurisdiction is charged with covering the expenses of the deployment up until an incident-specific agreement concerning funding is signed. Each State's version of an agreement, however, may vary. AEMPs should check with local and State emergency management officials to find out more about if and what type of a master mutual aid agreement is in place.

Emergency Management Assistance Compact (EMAC):

EMAC is an agreement signed by all fifty states and all territories that allows them to share resources during disasters. A set method for requesting and fulfilling requests has been established. These requests must go through the governor utilizing their designated representative, usually attached to the State Emergency Management Agency.

EMAC does not require a federal declaration or participation and can be used in virtually any State declared emergency.

EMAC leverages resource typing and the use of mission ready packages (MRPs). Reference information, a checklist, and the link to the MRP template are included in Appendix I of this document. More information on Resource Typing is included in the discussion below.

For more information on EMAC:
www.emacweb.org/

Resource Typing

Resource typing is a valuable tool that can be used by governmental and non-governmental entities to organize, train, and deploy resources effectively. FEMA has a list of typed resources for every response discipline, including animal response. If states or local communities feel they need to create additional resource descriptions beyond the established kinds and types in the current FEMA descriptions, they may do so.

Example

John is a veterinarian, who graduated from Columbia State University, receiving the degree of “Doctor of Veterinary Medicine”. His degree is a credential that allows him to take a board exam in three different States. After passing the examination and paying a fee, he is licensed as a veterinarian and issued a copy of the license to identify him to the public as a licensed veterinarian.

John takes additional courses and is then certified by USDA as an Accredited Veterinarian which allows him to write Animal Health Certificates.

John also joins the State Veterinary Medical Reserve Corps. The State VMRC, which is an official Medical Reserve Corps unit, has two credentialing levels for their volunteers, with progressively higher training requirement. John completes the first level of training requirements by attending several FEMA accredited courses, such as NIMS and ICS.

The VMR program issues an identification card to John as a member of the VMR credentialed as a Level 2 Responder Veterinarian. The card is provided by the State Animal Health Official, which is the sponsoring agency and is consistent with MRC identity cards based on an agreement between State and local agencies.

John is deployed to a disaster via a request for veterinary support and presents his identification card at the Incident Command Post as he checks into the incident, where the check-in clerk recognizes it as a legitimate MRC identification card and checks him in quickly.

Current FEMA resource typing standards are found on the NIMS Resource Management Web site at <https://rtlt.preptoolkit.fema.gov/Public>. There are currently animal-specific response types listed in the FEMA Resource Typing Library. Individual government and non-governmental organizations may have developed additional resource definitions. Creating additional typing systems at the State or local level

Credentialing

The credentialing process entails the objective evaluation and documentation of an individual's current certification, license, or degree; training and experience; and competence or proficiency to meet nationally or jurisdictionally accepted standards, provide services and/or functions, or perform specific tasks under specific conditions during an incident.

For NIMS, credentialing is the administrative process for validating personnel qualifications and providing authorization to perform specific functions and to have specific access to an incident involving mutual aid.

The following credentialing issues are of significance to the animal emergency management planner:

- Credentials are issued by a jurisdictional authority based on the capability of the individual. That capability is developed through formal education, training, experience, and exercises that occurred before the incident. Credentials may also be issued by a non-governmental organization for internal use.
- However, unless recognized by the incident jurisdictional authority, individual credentialing will be less effective. For example, if a local volunteer animal group issues emergency Responder ID cards to their personnel, but the local jurisdiction has never heard of the organization, there is less likelihood the credential will be accepted.
- Credentialing, certification, accreditation, licensing, and identification are all terms that vary. These terms vary somewhat in common use, so the following is not a rigid definition, but more of a manner of recognizing the differences among the terms.
- Credentialing is a system of assessment and classification of a person's capabilities. Certification refers to organizational or agency confirmation that an individual has completed a specified training program and shown competency in a certain skill set.
- Accreditation refers to a course or scholastic entity that is recognized by a broader body, such as an association or government agency. In some cases, accreditation refers to a person who has been credentialed for a certain task,

such as USDA Accredited Veterinarians who can write interstate or international health certificates.

- Licensing refers to a system by which an individual demonstrates educational and competency requirements to maintain jurisdictional approval to perform certain work.
- Identification is a physical object, most often a card that is issued by an agency or organization, that states the person's name (identity) and in many cases their personal credentials.

In 2019, FEMA finalized a revamped animal resource typing system that replaced previous FEMA NIMS Integration Center Animal Resource Typing products. Those products include both team and individual typing standards. Animal Emergency Management is a relatively young discipline, and the job titles are not comprehensive and certain federal agencies, states, territories, tribal nations, local jurisdictions, and non-governmental organizations may need to create additional job titles to meet their specific needs. Information on animal response resource typing can be found at: <https://rtlt.preptoolkit.fema.gov/Public> (searching for keyword "animal").

Identification Card Considerations

- In general, identification cards should include a photograph, clear identification of the issuing agency or organization, and enough personal description to allow identification of the holder.
- Smart cards hold data within the card that can be read by a compatible reader. Information can vary from simple numeric identifiers to complex amounts of encrypted information held within a readable chip in the card.
- The federal government has established standards for identification cards, including "smartcards" used by federal employees and contractors. Publications on ID standards are fully described at: <https://csrc.nist.gov/publications/detail/fips/201/3/final>.
- States, local communities, and non-governmental organizations are not required to use the FIPS 201 standards; however, the standards may be useful in designing identification systems.
- If animal responder identification cards are issued based on a credentialing plan, make sure that they are recognized by other agencies at the incident scene. Without such recognition, animal response personnel may not be allowed on-scene or experience critical delays in performing the mission assigned to them via the Incident Command System.
- The time for addressing such credentialing and identification efforts is not at the outset of a disaster. Identification according to the capability of volunteers and agency responders before an incident is essential.

Funding

While not always available, jurisdictional funding from local or state general funds are potential source of funding. Such funds might be annual budgets or one-time expenditures.

Jurisdictional funding is, in some respects, not much different from competitive grants. Instead of a grant process, there is a budget justification process that is supported by documentation of the need, target capabilities, metrics, progress, etc.

While this may not be an option in every jurisdiction, local agencies should be prepared to contribute in kind via staff hours, meeting locations, and actively cultivating and supporting partnerships outside their agency.

A wide variety of Federal grants are accessible through www.grants.gov. A few key programs are described below.

DHS Grants:

The Homeland Security Grants program is a cornerstone of state, tribal, and local emergency management funding from the Department of Homeland Security. Several grant programs, including the State Homeland Security Grant Program, Urban Area Security Initiative (UASI), and Citizen Corps Grant program can be utilized to address animal issues. In each case, however, grant proposals must come through a formal local or state process.

The animal emergency manager must become familiar with this process and, if appropriate, work to create a committee or stakeholder group that can put forth proposals for such grant funding. Because these proposals are reviewed at the local and/or state level, care should be taken to ensure that such proposals are realistic and have broad support from the general emergency management community. Excessive or unrealistic proposals usually are weeded out at the local and/or state levels.

The Authorized Equipment List (AEL) provides guidance on what categories of equipment may be purchased with Homeland Security Grant funding for the purposes of disaster preparedness. The AEL is found on the Responder Knowledge Base Website, <https://www.fema.gov/grants/tools/authorized-equipment-list>.

Emergency Management Performance Grants (EMPG) are matching grants from DHS to States and local communities. Often EMPG funds are used to help pay the salaries of local emergency management personnel. Some animal emergency managers have been able to secure EMPG funds to support AEMP positions or projects.

Some communities have used Citizen Corps programs, particularly the Community Emergency Response Team (CERT) program as an avenue for securing animal-related response equipment and supplies. In such cases, the local CERT program is generally engaged in helping recruit and train animal response volunteers as part of their broader CERT training program.

There are many other FEMA grant programs, which are detailed on the FEMA Web site: <https://www.fema.gov/grants>. As an example, some facilities such as zoos and governmentally owned animal shelters may be eligible for Hazard Mitigation Grants. Some grants, such as the FEMA Public Assistance Grant program are restricted to response and recovery activities.

Government grants are certainly not an exclusive source for funding animal emergency management projects. Many states and local communities have been successful in creating a partnership between the government and the private sector, utilizing funding and other support from multiple areas to support animal emergency management projects.

Some State Animal/Agricultural Response/Resource Teams and similar programs have successfully utilized funding from various sources, including:

- Federal grants
- State funds
- Local funds
- Academic funding/resources
- Non-profit funding and resources (including private foundations)
- Corporate resources/sponsorships
- Direct charitable donations

While each state and local community will have unique needs and circumstances, it should be assumed that government need not be the sole provider of resources for such efforts. Some important national private foundations that provide grants related to animal emergency management include:

- American Society for Prevention of Cruelty to Animals (<https://www.aspcapro.org/grants/grant-opportunities>)
- The American Veterinary Medical Foundation (www.avmf.org)
- PetSmart Charities (<http://www.petSMARTcharities.org/>)
- Petfinder.com Foundation (www.petfinderfoundation.com)
- Petco Love <https://petcolove.org/>
- American Kennel Club - Canine Search and Rescue program grants: <http://www.akc.org/dogny/grants.cfm>

Certain organizations belonging to the National Animal Rescue and Sheltering Coalition have grant programs, such as, but not limited to the American Humane Association (www.americanhumane.org) and the American Association for the Prevention of Cruelty to Animals (www.asPCA.org).

Local/family/community foundations- In many cases, local charitable partners may be able to provide expertise on identifying possible foundations that may provide animal disaster planning and preparedness grants. Some resources for identifying grantmakers include:

- Candid: <https://candid.org/>
- Animal Grantmakers: www.animalgrantmakers.org

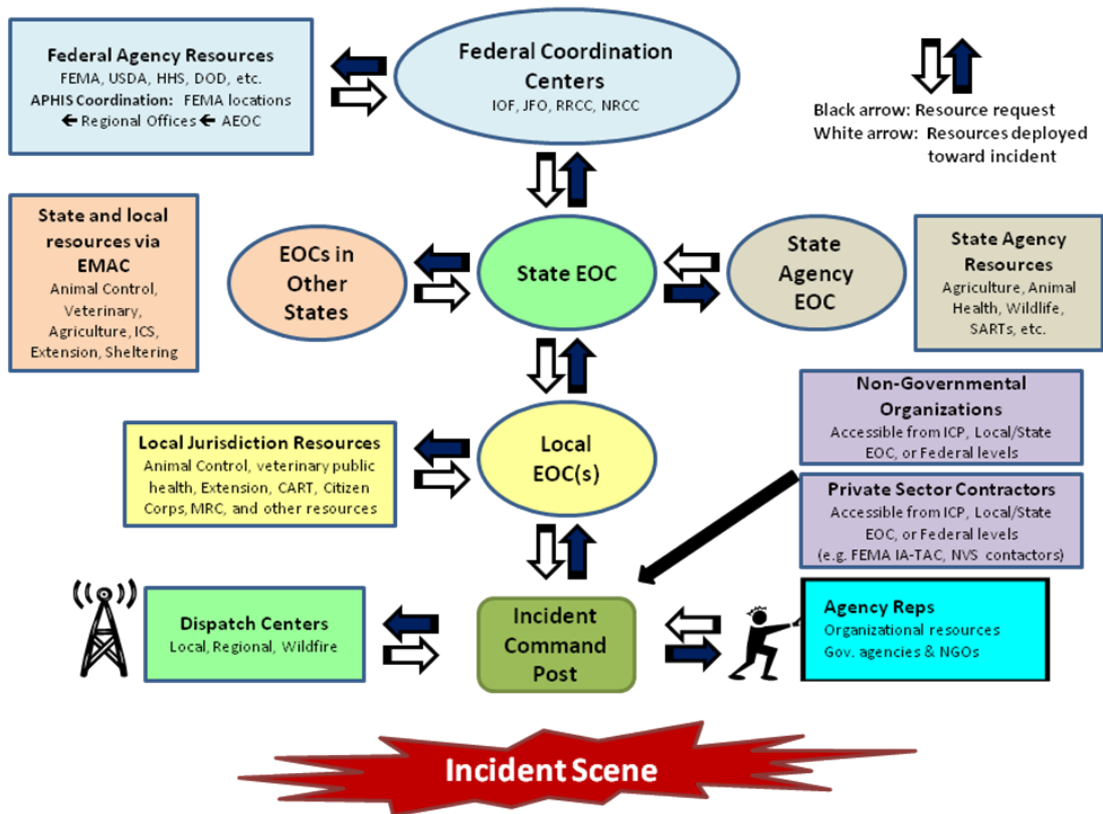
Planning for integration and management of resources into animal response

Animal response activities should be organized within an established incident command system (ICS) structure that addresses the overall disaster. ICS is flexible and an ICS organizational chart will vary with the scope and scale of the incident. Refer to the online resource on incident management:

<https://training.fema.gov/is/courseoverview.aspx?code=is-100.c&lang=en>

Resources must enter the incident through one of the various established pathways. Disorganized mobilization of resources or people may be dangerous and create confusion. Additionally, this self-dispatching may limit cost-sharing by Federal or State agencies if resources are not properly mobilized and checked into an incident. While essential in all emergencies, appropriate resource mobilization is even more critical in very large disasters where chaos is high, and the cost of response and recovery is substantial and may be heavily subsidized by Federal grants.

Animal Emergency Management: Resource Flow Chart



Requesting resources

Planners should prepare for emergency management of resources. Each Section of the Incident Command System has a role in resource management on an incident.

In a simplified way, these roles are:

- Command: Develops incident objectives, approves resource orders and demobilization.
- Operations: Identifies, assigns and supervises resources needed to accomplish the incident objectives.
- Planning: Tracks resources and identifies resource shortages.
- Logistics: Orders and supports resources.
- Finance/Administration: Pays for resources.
- More information can be found here:

<https://www.usda.gov/sites/default/files/documents/ICS300Lesson03.pdf>

When are resources requested?

- When the needs of the incident exceed the capabilities of the jurisdiction or when/if it is projected needs will exceed available resources for a particular mission.
- It is critical, if possible, NOT to wait until the mission area is critically in need of the resources before requesting additional resources. While in some fast-moving incidents, this is unavoidable, leaning forward through the planning process to predict resource needs and submit resource requests before the development of a critical need is an important goal.

During a disaster, requesting resources to support the emergency response is an essential function initiated from incident command via several pathways, including requests to:

- Dispatch centers: Including local dispatch centers or regional fire dispatch centers.
- Agency representatives: Governmental or non-governmental organizations on-scene at the incident.
- Emergency Operations Centers (EOCs): local, regional, or State EOCs depending on the incident.
- Private sector via contracts or work/purchase orders

Local EOCs may react to resource requests from the incident command post by:

- Providing jurisdictional resources directly to the incident.
- Requesting mutual aid from other jurisdictions or non-governmental entities based on existing mutual aid agreements.
- Requesting aid from other jurisdictions or non-governmental entities without a prior mutual aid agreement. Ideally, a mutual aid agreement should be executed at the time resources are provided.
- Engaging the private sector via work orders or contracts.
- Requesting assistance to the State via the State EOC (if activated) and via direct request to specific State agencies if the State EOC is not activated.

The State Emergency Operations Center (or similar Territorial or Tribal entities) coordinates the efforts of State agencies, and their non-governmental partners, and interfaces with FEMA. The State EOC provides support based on requests from local jurisdictions, typically by request of the local EOC, but occasionally from the incident command by:

- Mobilizing the resources of State agencies.
- Making requests to other States for resources via the 50-state mutual

aid system called the Emergency Management Assistance Compact (EMAC).

- Making requests to non-governmental organizations.
- Providing work orders or contracts to mobilize private sector resources.
- Making requests to FEMA for assistance via a Resource Request Form (RRF) submitted to FEMA.

FEMA provides assistance based on RRF requests from State, Territorial, or Tribal (STT) jurisdictions. Depending on the request, FEMA may:

- Assign FEMA personnel to support the request.
- Assign a Federal agency to the incident via a Mission Assignment (MA) that reflects the scope of work expected and financial limits for the mission.
- Provide assistance via the purchase of products or contracted services.
- Request and coordinate assistance from non-governmental organizations (NGOs).
- Deny the request as falling outside the scope and authority of FEMA under the Stafford Act, or deny the request because FEMA determines that the state has sufficient resources to fulfill the need.



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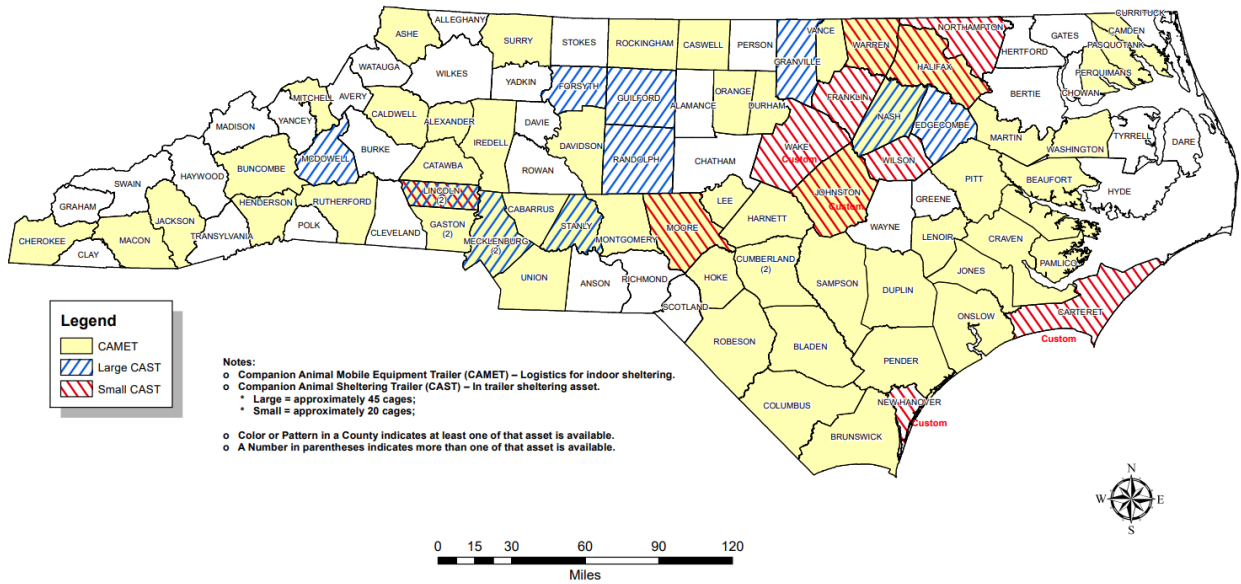
Appendix H: Local Stakeholders and Response Personnel

This is not an all-inclusive or exhaustive list but a starting point for acquiring additional personnel and stakeholder engagement in your jurisdiction for animal emergency response activities along with reasons why they may be an integral part of your response.

- Animal Control
 - Jurisdictional responsibility for many animal species - may not be for all but have those conversations before an incident
 - Animal-based resources (especially for companion animals)
 - Animal behavior experts – may not include all species
 - Law enforcement for animal violations
 - Animal advocate if the owner is unavailable/too emotional
 - May be a certified euthanasia technician (species dependent)
 - Livestock involvement varies by county/jurisdiction
 - Often limited emergency response training
- Fire Department
 - Primary resource for technical rescues
 - Local agency to respond first to many animal emergencies
 - Technical skills and equipment available even if not specific to animals
 - Established communications, working relationships with other agencies, ICS training, scene management, and personnel
 - May have limited farm/livestock experience depending on location
 - Limited training in animal rescue situations
- Law Enforcement
 - May be the first on-scene, especially if roadways are involved
 - First aid skills, ICS training, established communications, working relationships with other agencies
 - Scene security including traffic and crowd control, assists with managing the owner/family at the scene
 - May not have animal response training or farm/livestock experience
- Veterinarians
 - Medical authority who is best qualified to assess the animal's condition
 - Experience and behavioral expert for species they treat, species-specific handling equipment, access to medications (sedation, anesthesia, fluids, after-care for wounds/injuries, euthanasia)
 - May only treat certain species, may not be readily available/have delayed response time, often not trained in emergency response/ICS

- Can be a severely limiting factor if this person/people are not identified before an incident
- Local Cooperative Extension Agency
 - Livestock Agents know the local producers for additional personnel, equipment, facilities, etc. along with understanding animal behavior to be able to assist
 - Limited training in response/ICS, may not be available during an incident
- Animal Emergency Response Organizations
 - Experienced with safe rescue techniques and equipment, ICS trained, many are willing to assist over the phone is unavailable, offer animal rescue training
 - Many are volunteers and may not be available when needed (distance or time) for assistance
- Livestock organizations (cattle, equine, sheep, swine, poultry, beekeepers, etc.)
 - Experts on their species' behavior know local resources
 - Many are not trained in response techniques or know ICS
 - Potential funding sources for training or equipment
- County Animal Response Teams (CART)
 - Potential source of trained volunteers from within the county that have at least introductory experience with ICS
 - Many do not have large animal experience or training in technical rescue
- Wrecker Services/Heavy Equipment Operators
 - Able to lift animals and trailers, already on the scene for roadway incidents
 - May have limited access in remote locations, can cause serious injury to responders and animals if not trained, may have limited knowledge of rescue techniques and animal behavior
- Local Wildlife Agencies
 - Law enforcement division has legal jurisdiction over wildlife, can assist with crowd control and scene security, and may be able to assist with the euthanasia of wildlife
- State Department of Agriculture/State Veterinarian
 - Have contacts across the state who may have the necessary resources
 - Limited personnel, training, and equipment
- Public Information Officer (PIO)
 - Not a unique position to animal incidents
 - Needs to understand the complexity and sensitivity of an incident involving animals
 - If a PIO is not provided, the media will find someone at or near the scene to talk to

Appendix I: Example of NC Companion Animal Mobile Equipment Trailer (CAMET) & Companion Animal Shelter Trailer (CAST) GIS Map





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Appendix J: Emergency Management Assistance Compact (EMAC) – The Process Checklist

There are many reasons for animal emergency management resources to be requested or deployed. Some of the top reasons are to control the situation as quickly as possible, fill gaps, support those in need, provide expert knowledge of a situation, and for personnel to receive vital experience that can help in future events.

The Emergency Management Assistance Compact (EMAC) program provides a legal means for states to share expertise, personnel, and supplies across state lines for rapid, efficient, and capable response assistance. EMAC considers workers' compensation, license reciprocity, and reimbursement among other things. Preparing for the activation of EMAC can significantly reduce the time from request to deployment.

The EMAC website has a plethora of information on the history, process, and management of EMAC. Planners are highly encouraged to visit this website for detailed information on the preparation and execution of EMAC.

To truly leverage EMAC, you need to look at the section on the roadmap that identifies resources, capabilities, and gaps. Your agency may have capabilities and resources that you can deploy in an emergency. It won't be all your inventory or personnel, but there may be some deployable things. Heading in the other direction, there may be gaps in your jurisdiction that may need to be filled by other states' resources.

The following information gives Animal Emergency Management Planners a checklist as well as some key tips for utilizing EMAC for force and resource multiplying. This document will follow the Phases outlining the EMAC process on their website of what needs to be done in each phase but will include how this can be accomplished. This checklist will focus primarily on Phase 1: Pre-Event Preparation since this will be a crucial phase for planners.

Phase 1: Pre-Event Preparation

This includes the development of internal procedures for implementing EMAC, incorporating planning and lessons learned, allocating resources, resource allocation with neighboring states, conducting EMAC training and exercises in cooperation with state emergency management agency (EMA)/Resource Providers, and developing Mission Ready Packages.

- Work within your agency, jurisdiction, and state emergency management agency to develop in-state EMAC procedures
 - Grab your assessment of resources, capabilities, and gaps from the roadmap, then your inventory list, personnel roster, thinking cap, and planning group (aka work friends)

- Make a list of all the resources that you might need to request in an emergency
- Make a list of all the resources you might be able to offer other states in an emergency and type them the same way
- What might be able to be filled or deployed through EMAC?
- Match resources to NIMS Criteria
 - Reference the document called National Incident Management System Guideline for Resource Management Preparedness (<https://www.fema.gov/sites/default/files/documents/nims-guideline-resource-management-preparedness.pdf>)
 - Organize the resources that have been identified as “EMAC’able” according to whether they are personnel, equipment, teams, supplies, or facilities
- Develop Mission Ready Packages (with cost estimates): Mission Ready Packages (MRPs) are pre-prepared documents that outline what resources are available, how much they cost, how long they will be deployed, and with what resources they will bring for the response.
 - If possible, use the National Resource Typing Library Tool to “type” what you might request. This Tool will help you “package” the resources. These types are not absolute. The packages may be adjusted to meet the needs of the event. The “types” that become packaged in MRPs are negotiated in the discussion between the Requesting and Assisting States.
 - Use the spreadsheet on the EMAC website (<https://www.emacweb.org/index.php/mission-ready-packages>) to pre-populate Mission Ready Packages (including cost estimates; it is recommended that these be updated annually) for those resources you may be able to deploy upon request.
 - Visit your State Emergency Management Agency and talk to the EMAC personnel. There is usually a point of contact within the agency. Discuss whether they would like to have your resources loaded into their resource management system so that other states can see what you have available or whether they would like you to keep your lists and MRPs at your agency for use upon request.
- Train and exercise personnel
- Incorporate lessons learned from past deployments

Activation

- Governor declares an emergency or disaster (only the affected state needs to declare an emergency or disaster)
- Incident is opened in the EMAC Operations System (EOS)

Request and Offer

- Request by the affected state:
 - Affected states be contacted directly or there may be a notification to all 50 states and territories, or something in between. These requests and responses must flow through the State Emergency Management Agency, even if the requesting state does the initial contact and negotiation directly with your agency.
 - States needing assistance should ensure they have all the details of the mission that will need to be answered by an assisting state. Member states of the National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP), Southern Agriculture and Animal Disaster Response Alliance (SAADRA), or Multi-State Partnership for Security in Agriculture (MSP), can request a conference call to answer questions and facilitate information sharing about potential needs.
- Response to requests by assisting states when there are multiple offers of assistance:
 - Resource requests are filled with the closest and most economical assets
 - Assisting States evaluate the request. If they fill the request or even part of it, negotiations can begin with the Requesting State. Assisting States should contact the Requesting State to verify whether available resources match the needs.
- The EMAC Resource Support Agreement (RSA) includes an estimate of costs and will be signed by both the Requesting and Assisting States' EMAs. The RSA is a legally binding agreement between the two states and completed through the EMAC Operations System (EOS).

Response

- Assisting State deploys
- Check-in and receive briefing and mission objectives
- Maintain records as requested by the IMT in ICS and document mission expenses
- Debrief and demobilize

Reimbursement

- Deployed personnel and Resource Providers submit reimbursement packets to the Assisting State
- Assisting State sends the reimbursement package to the Requesting State.
- Reimbursement requests should mirror the original request but do not have to exactly match the RSA.
- Requesting State performs an audit and resolves outstanding issues.
- Requesting State issues payment to Assisting State.

Appendix K: Training and Exercises

Training and exercises are an important component of any preparedness program. Some training and exercise resources are listed below.

The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning and constitutes a national standard for all exercises.

Through exercises, the National Exercise Program supports organizations to achieve objective assessments of their capabilities so that strengths and areas for improvement are identified, corrected, and shared as appropriate before a real incident. The HSEEP is maintained by the Federal Emergency Management Agency's National Preparedness Directorate, within the Department of Homeland Security.

The integration of animal issues into broader exercises is certainly a significant goal. In most communities and states, there will be a variety of emergency management exercises. By participating in the HSEEP mandated annual Training and Exercise Planning Workshop and actively engaging with other agencies in discussions on exercises, it may be possible to identify target capabilities and tasks about animals. Not every exercise is appropriate for an animal component, but many will have such potential.

Training opportunities:

- www.thenasaaep.com contains links to Training resources.
- FEMA Emergency Management Institute (EMI), found at <http://training.fema.gov/>, provides multiple onsite, remote, and Web-based training opportunities. The AEMP should consult with their local emergency management agency as to which courses are appropriate for planners and persons engaged in multi-agency coordination at local or State emergency operations centers. An independent study course list can be found at <http://training.fema.gov/IS/crslist.asp>. Of particular interest to animal emergency managers would be the online courses:
 - IS-10 Animals in Disaster: Awareness and Preparedness,
 - IS-11: Animal in Disaster: Community Preparedness, and
 - IS-111 Livestock in Disasters.

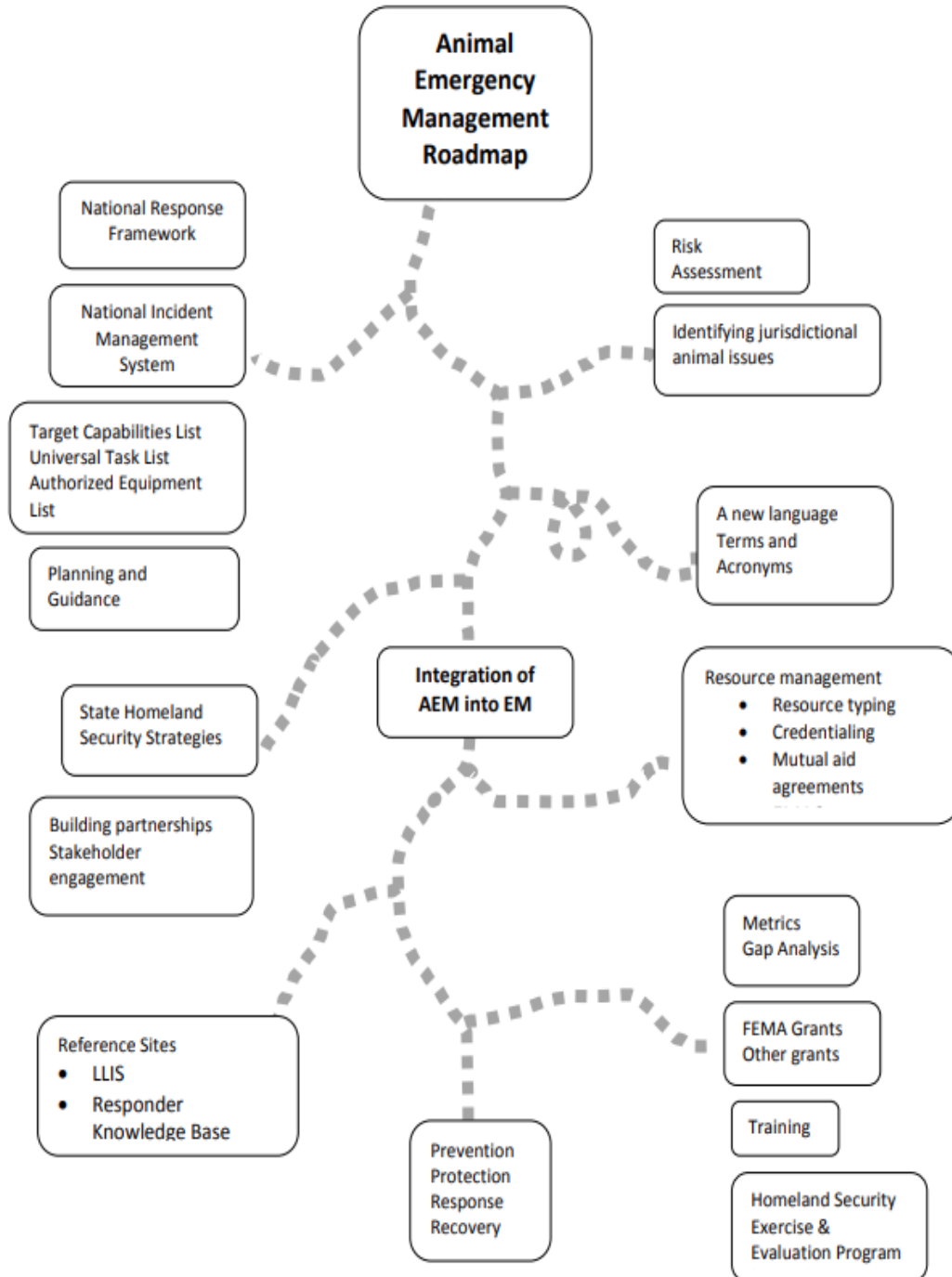
Additional Training Resources:

Type of Training	Training Org	Website of Org	Online or In-Person
Tech Rescue	Code 3 Associates	https://code3associates.org/about-training/	In-Person
	National Association for Search and Rescue	https://nasar.org/	
	LSU Fire & Emergency Training Institute	http://upload.lsu.edu/feti/industrial/new_rescue_classes.php	
	Disaster City @ TEEEX	https://teex.org/about-us/disaster-city/	In-Person
	Animal Search and Rescue	https://asartraining.com/about/	In-Person
	Rescue 3 International	https://rescue3.com/	
	Huff Technical Training	https://www.hufftechnicaltraining.com/	
	Sierra Rescue	https://sierrarescue.com/	
	Animal Technical Rescue (ATR) Training	https://flsart.org/training/animal_rescue/ Or https://www.vetmed.ufl.edu/extension-outreach/about-vets/animal-technical-rescue-training/atr-open-enrollment-registration/	In-Person

Sheltering	Fear Free Shelter Training	https://fearfreeshelters.com/register/	
	Florida State Animal Response Coalition	https://flsarc.org/training	Online
	American Humane	https://www.americanhumane.org/publication-type/animal-shelter-operational-guide/	Online
	Pet-Friendly Sheltering Online Training	https://flsart.org/petfriendly/index.jsp	Online
Planning	FEMA IS-235.c: Emergency Planning	https://training.fema.gov/is/courseoverview.aspx?code=IS-235.c	Online
Emergency Management	FEMA Emergency Management Institute	https://training.fema.gov/emmi.aspx	In-Person and Online
	FEMA IS-230.D: Fundamentals of Emergency Management	https://training.fema.gov/is/courseoverview.aspx?code=IS-230.d	
	Animals in Disasters: Awareness and Preparedness	https://training.fema.gov/is/courseoverview.aspx?code=IS-10.a	Online
	Animals in Disasters: Community Planning	https://training.fema.gov/is/courseoverview.aspx?code=IS-11.a	Online
	FEMA IS-240.B: Leadership and Influence	https://training.fema.gov/is/courseoverview.aspx?code=IS-240.b	Online

Emergency Management (continued)	FEMA IS-27: Orientation to FEMA Logistics	https://training.fema.gov/is/courseoverview.aspx?code=IS-27	Online
	FEMA IS-35.20 Safety Orientation	https://training.fema.gov/is/courseoverview.aspx?code=IS-35.20	Online
Animal Behavior	ASPCA	https://www.aspcapro.org/training/webinar-series	Online
Hazard Response	ASPCA	https://www.aspcapro.org/training-webinar-series/webinar-series-hazard-response-animal-welfare	Online
Disaster Response	American Humane	https://www.americanhumane.org/initiative/disaster-response/	
Mental Response	Mental Health First Aid Training	https://flsart.org/training/mental_health/	Online

Appendix L: Animal Emergency Management Planning Overview





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Appendix M: Emergency Responsibilities Matrix Tool

A planning matrix may be a useful tool for communicating key responsibilities for animal emergency management and response within the jurisdiction. The planning matrix lists the missions or key tasks delineated in the animal emergency management plan on one axis and the agencies/organizations named in the plan on the other axis. The lead (L) and support (S) agencies/organizations are noted in the matrix. If two entities share the lead, a (U) can be placed indicating a unified lead.

The matrix allows a quick examination of the responsibilities under the plan, helping the community, agencies, organizations, and elected officials understand the partners and tasks set forth within the plan. Although not required and not part of the FEMA planning model, the planning matrix has been found useful by many emergency managers. An example of a planning matrix for a local community is included below. The lead, unified lead, and support agencies will vary greatly depending on the community.

Animal Emergency Annex Planning Matrix SIMPLE EXAMPLE	Animal plan development and maintenance	Rapid needs assessment	Animal evacuation – pets	Animal evacuation – livestock	Animal sheltering - pets	Animal sheltering – livestock	Veterinary medical care	Animal search and rescue	Animal decontamination
Across the top: Missions									
Below: Responsible agencies/organizations									
Emergency management agency	L	S							
Animal Control	S	U	L	S	S	S	S	L	S
Law enforcement agency	S	S	S	S		S		S	
Animal Shelter	S		S		L		S		S
Fire department	S	S	S	S		S		S	S
Veterinary association/veterinarians	S	S	S	S	S	S	L	S	L
Cooperative Extension	S	U		L		S	S	S	S
Livestock association	S			S		S		S	
Local VOAD/Red Cross	S				S	S			
Local search and rescue organization	S							S	S
Fairgrounds and Fair Board	S			S		L			
School district	S				S				
Local businesses (CO-OP, kennels, pet stores)	S				S	S	S		
L=lead agency S=Support agency U=Unified (shared) lead <i>Note: This is only an example, actual tasks and agencies/organizations will vary widely with the community</i>									

Appendix N: Additional Planning Resources

Guidance materials from FEMA and other sources are available. Before leading a jurisdictional planning effort, AEMPs should familiarize themselves with these documents.

The National Incident Management System provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector. Their goal is to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, to reduce the loss of life and property and harm to the environment.

NIMS includes five major components:

- Preparedness
- Communications and Information Management
- Resource Management
- Command and Management
 - Incident Command System (ICS)
 - Multi-Agency Coordination Systems (MACS)
 - Public Information
 - Ongoing Management and Maintenance

The National Response Framework (NRF) presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies – from the smallest incident to the largest catastrophe. The *Framework* defines the key principles, roles, and structures that organize the way we respond as a nation.

It describes how communities, tribes, states, the federal government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. The *National Response Framework* is always in effect, and elements can be implemented at any level at any time.

The NRF is supported by several annexes, including:

- Emergency Support Functions (ESFs)
- Support Annexes describe how federal departments and agencies; state, tribal, and local entities; the private sector; volunteer organizations; and nongovernmental organizations (NGOs) coordinate and execute the common functional processes and administrative requirements necessary to ensure efficient and effective incident management. During an incident, numerous

procedures and administrative functions are required to support incident management.

- The Incident Annexes describe the concept of operations to address specific contingency or hazard situations or an element of an incident requiring specialized application of the Framework.

Official DHS- FEMA Reference Sites supporting NIMS and the NRF

The DHS Homeland Security Information Network provides a highly secure site for emergency management information exchange. To access HSIN, consult with your emergency management agency or visit <https://www.dhs.gov/how-join-hsin>

NASAAEP is an organization made up of representatives from state animal and agricultural emergency programs personnel, federal partners, and NGOs who are involved in animal emergency management. NASAAEP has created several Best Practices Working Groups made of subject matter experts dedicated to identifying best practices information about animal issues and disaster preparedness and response.

NARSC and AVMA are key partners in this effort. They maintain a library of resources for animal emergency managers and stakeholders.

Appendix O: Additional Planning Considerations

- Pre-scripted mission objectives
- Communication and pre-scripted messaging
- Planning for Affiliated vs. Unaffiliated Volunteers
- Contributions by Veterinary Students in Planning Efforts at the Local Level
- Jurisdictional Assessments
- Resource Lists for Operations
- Documentation
- Types of Human Populations
- Types of Animal Populations
- Rapid Needs Assessment
- One Health/Public Health
- Mental Health
- Professionalism
- Safety and Force Protection
- Demobilization