

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.



“The largest failure for evacuation is that people are not willing to leave their animals behind.” Lori Hodges, Larimer County Emergency Manager



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TABLE OF CONTENTS

Introduction: Overview of Disaster Response	4
Step One: Understand the Emergency Response System and the Local Connection	8
Step Two: Form a Collaborative Community Planning Team	12
Step Three: Identify the Risks and Hazards to Your Community	16
Step Four: Determine Your Community Needs	21
Step Five: Develop a Community Animal Response Team	24
Step Six: Write, Review and Formalize Your Plan & Animal Annex	27
Step Seven: Make Your Plan Work!	30
References	33

APPENDICES

- A: Glossary
 - B: Communications and Call Down List
 - C: Animal Response General Supplies
 - D: Small Animal Sheltering
 - E: Large Animal Sheltering
 - F: Animal Annex Template
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The complete toolkit, companion video, and webinars are available electronically at [Creating a Community Animal Disaster Plan](#). Throughout the toolkit there are words underlined in brown. These are hyperlinks, which will direct you to additional information on the internet.

Overview of Disaster Response

Why Plan?

Saving pets, saves people!

In 2005 Hurricane Katrina, the costliest natural disaster in the history of the United States, hit New Orleans, a city with a population of nearly 500,000. Emergency response teams were far too overwhelmed with the responsibility for rescuing people to rescue their pets. Emergency management's top priority was the preservation of human life followed by the protection of property. All animals are legally considered property and, therefore, their needs were subordinate to that of people. With infrastructure and resources limited, the evacuation and sheltering of people was prioritized over pets. It is estimated that nearly 600,000 animals died or were stranded. More than half of the people who would not leave the area stayed because they were not able to take their pets. "I don't think the world realized what pets meant to people before Katrina. Now they know there's a human-animal bond that can't be broken," said Charlotte Bass Lilley, past leader of the non-profit group, Animal Rescue New Orleans.



The year following Hurricane Katrina, Congress passed the Pet Evacuation and Transportation and Safety (PETS) Act. The Act required state and local jurisdictions to have a plan in place for the evacuation and sheltering of household pets and service animals in order to receive Federal Emergency Management Agency (FEMA) reimbursement. The PETS Act codified the lessons learned during Hurricane Katrina that saving pets in times of disaster also saves people.

Implementation of the PETS Act at the local level has proven that human lives are saved and 99% of pets can be successfully reunited with their owners post-disaster. This is only accomplished when pet planning is included as part of the overall emergency operations planning.

Emergency Management Priorities in Cases of Disaster

In the interest of safety, it is critical that animal disaster response resources are formally included as a component of the emergency operations planning effort and in the overall [Incident Command System \(ICS\) structure](#). "The Incident Command System (ICS) is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure" (FEMA, 2015).

There are several standardized priorities to which First Responders must adhere when facing a disaster. Saving human life is the first priority and property is second. Even though pets are considered property, **saving pets, saves people**.

Who will respond?

Offices of Emergency Management and First Responders must partner with people knowledgeable about animals in order to devise an effective plan.

Formation of an Animal Disaster Response Plan is a type of Community Capacity Building. The first step of this process is to bring a variety of community stakeholders together in order to address the specific need. Stakeholders discussing animal disaster response needs may have very different perspectives about the priorities of the response effort because they come from such a wide range of backgrounds. Considerable effort must be spent understanding all of these perspectives in order to produce a plan that is supported by all invested stakeholders.

Organizations that have a mission to serve animals are often the best resource for animal disaster response. These organizations typically have sheltering available and individuals trained to handle animals. In addition, they often have an existing network of volunteers. During a disaster, these organizations may be willing to volunteer for certain animal response activities. Although their staff and volunteers may need additional training on disaster response, they bring first-hand knowledge of animals and are able to help provide an infrastructure that can support response efforts.

Cooperative Extension personnel are also valuable partners in facilitating community efforts that address public needs. Extension Educators (Agents) have a broad understanding of their communities and have established relationships with community members from a variety of backgrounds. The resources and relationships Extension Educators (Agents) have can be used to help address community issues. Extension Educators (Agents) also have access to disaster related resources and knowledgeable colleagues from across the U.S. through the [Extension Disaster Education Network](#) (EDEN, 2015).

The Primary Objectives of this Toolkit

This toolkit provides step-by-step information to build the necessary community response capability to develop a community disaster animal response plan for pets and service animals. By following the seven steps outlined in this toolkit and webinars located at the end of each step, an Animal Annex, that becomes an appendix to the Emergency Operations Plan for your jurisdiction, can be written. The toolkit also addresses development of a community animal response team (CART) capable of implementing the plan formed.

The intent of the toolkit is to help key stakeholders, such as emergency managers, First Responders, professionals trained to work with animals, and animal owning citizens to work together through the suggested steps to formulate a plan that can be put into action during a disaster. By bringing together your community's emergency response leaders, animal resources, and community volunteers, the required support will be available to meet your community's animal needs during a disaster. The seven steps are as follows:

- Understand the emergency response system and the local connection
- Form a collaborative community planning team
- Identify the risks and hazards in your community
- Determine your community needs
- Develop a community animal response team
- Write, review, and formalize your animal annex
- Make your plan work!

Video: The sixteen minute companion video "[Saving Pets, Saving People](#)," provides excerpts during the process of creating a community animal disaster plan based upon the experiences of two counties in Colorado.

Animal Groups Defined

Household Pets

The PETS Act of 2006 specifically speaks to disaster planning for common household pets and service animals. At the Federal level, FEMA defines household pets as "a domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than for commercial purposes . . . household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses) and animals kept for racing purposes" (FEMA, 2007, p. 1-2). This definition is used by FEMA only to determine federal assistance and reimbursement in a disaster and is not meant to limit the kinds of pets that local jurisdictions can shelter during a disaster.

Service Animals

"Service animal means any dog [or miniature horse] that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Other species of animals, whether wild or domestic, trained or untrained, are not service animals for the purposes of this definition. The work or tasks performed by a service animal must be directly related to the handler's disability. Examples of work or tasks include, but are not limited to, assisting individuals who are blind or have low vision with navigation and other tasks, alerting individuals who are deaf or hard of hearing to the presence of people or sounds, providing non-violent protection or rescue work, pulling a wheelchair, assisting an individual during a seizure, alerting individuals to the presence of allergens, retrieving items such as medicine or the telephone, providing physical support and assistance with balance and stability to individuals with mobility disabilities, and helping persons with psychiatric and neurological disabilities by preventing or interrupting impulsive or destructive behaviors. The crime deterrent effects of an animal's presence and the provision of emotional support, well-being, comfort, or companionship do not constitute work or tasks for the purposes of this definition" (ADA, 2010).

Non-commercial Livestock

Realistically, however, pets can be any animal that a person will not part with in times of danger because the animal is considered part of the nuclear family. Non-commercial livestock are animals that traditionally do not live in the house but live in barns, fields, or paddocks and are raised for companionship as well as production or utility. During a disaster, responders and shelter managers may find themselves presented with a variety of bird species, reptiles, amphibians, fish,

horses, chickens, sheep, goats, llamas and alpacas. Owners expect that local evacuation planning will also include and provide care and sheltering for these types of animals as well as for pets who reside in the residence with their owners.

Commercial Livestock

Commercial livestock are animals raised for production. Their welfare is of utmost importance to the owners because well cared for animals result in better producing animals regardless of the production unit (e.g. eggs, meat, fiber, milk, etc). Because the goal of a commercial operation is a successful business, disaster response and emergency preparation are built into their business continuity plan. Commercial operations, generally, have considered steps to minimize relative risk of disasters in all aspects of their business.

Commercial livestock include: cattle, sheep, goats and other domestic animals ordinarily thought of being raised or used on a farm for commercial purposes. Increasingly, however, animals previously considered “farm” animals are also being kept as companion animals or pets.

Poultry include chickens or other domesticated fowl. As with livestock, poultry are often kept by owners as pets rather than as strictly commercial farm animals.



Step One: Understand the Emergency Response System and the Local Connection

“Make sure you talk to your county commissioners and your emergency planner so that they know what you’re doing and make sure that you are on their page as well” (Extension Educator).

Overview:

- Learn the Language of Emergency Management
- Learn the Structure of Emergency Management: National Incident Command System
- Emergency Support Function #6
- Emergency Support Function #11
- Emergency Operations Plan
- Animal Annex
- Community Animal Response Teams (CART)

It is important to note that every community is organized differently and the make-up of your community emergency response team members will vary. However, in all cases it is important to understand how national and state-level emergency management systems are structured and how your community fits within those structures. Simultaneously, it is also important to understand the language used in emergency management.

Learn the Language of Emergency Management

The language of emergency management and disaster response can be confusing. Thus, a glossary of some basic emergency management terms is provided in Appendix A. There are many specialized terms, organizational groups, guiding publications, regulations, and acronyms used in emergency response. It is absolutely essential that clear and precise terminology is used in any conversation in order to prevent unintended misunderstandings. Avoid acronyms if possible. Speak in simple language that can be understood without specialty training. Never hesitate to clarify the meaning of a term if it is not absolutely clear.

Learn the Structure of Emergency Management: National Incident Command System

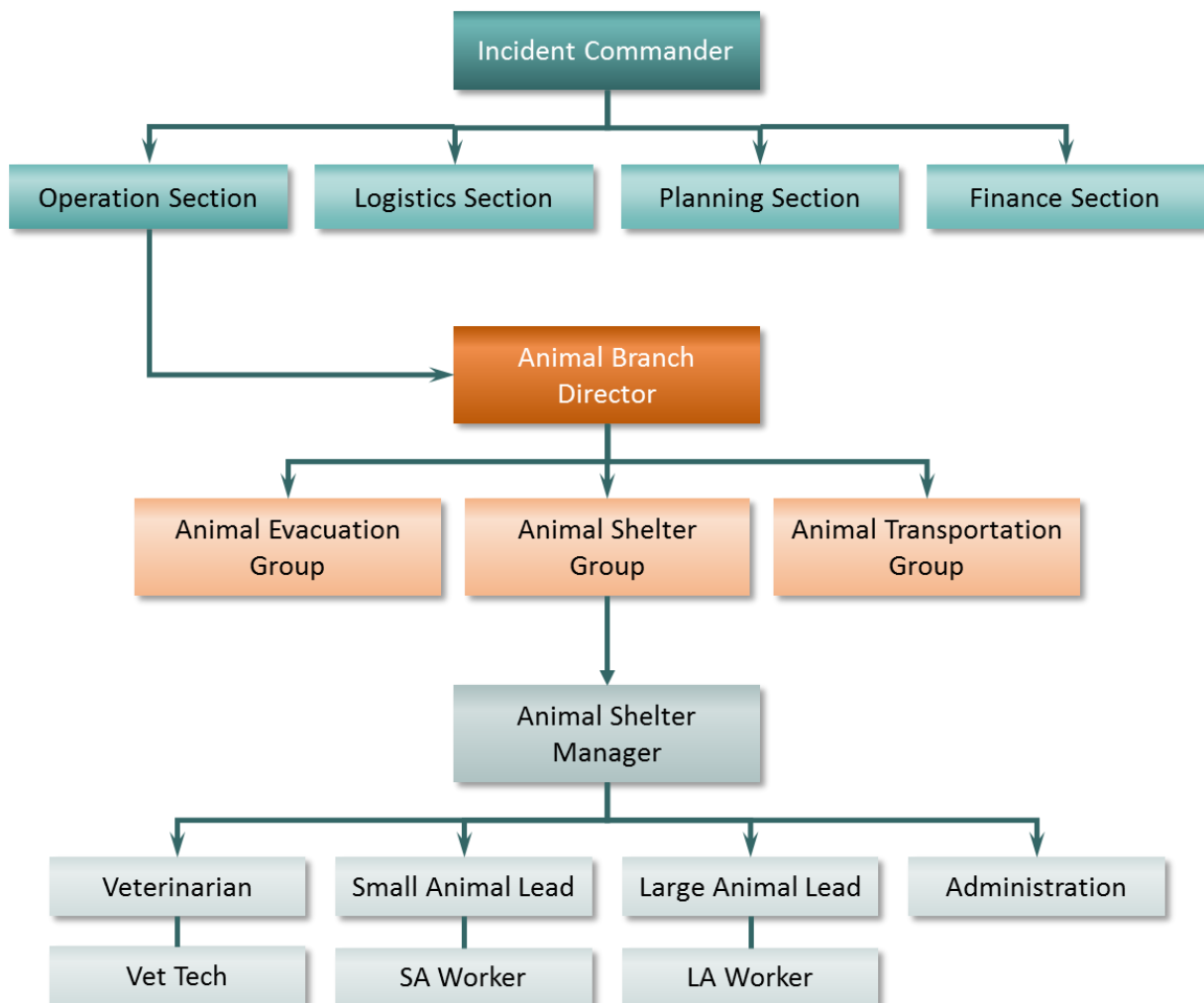
A common framework for managing natural disaster response exists at all levels of government from the local level through the state and federal levels. This framework is the National Incident Management System (NIMS). The National Incident Management System works on the principle that all disasters begin and end at the local level and that state and federal support, along with support from the private sector and non-governmental organizations (NGOs), assist the local authorities in managing the disaster response.



Local authorities use the National Incident Management System framework to create an Emergency Operations Plan (EOP) for their community and this Emergency Operations Plan creates the structure under which the local authority responds to a disaster event. This local structure utilizes the Incident Command System (ICS) to manage the on the ground response and Emergency Operations Centers (EOCs) to provide logistical information, resources, coordination and support for the Incident Command System.

Animal response planning must be included in the Emergency Operations Plan and is an important part of the Incident Command System management of the disaster as well as the Emergency Operations Center coordination effort. The part of the Emergency Operations Plan that is specific to animal response planning must include the development of a specific Animal Annex to the Emergency Operations Plan. This Annex must detail (1) the identification of animal response roles and responsibilities in the Operations section of the Incident Command System; and (2) coordination of animal related activities in the Emergency Operations Center.

Sample Incident Command System for Animal Response



Emergency Support Functions

The [National Response Framework](#) is a guide that documents how the Nation responds to all types of disasters and emergencies (Homeland Security, 2010). Within this framework, Emergency Support Functions (ESFs) provide an organizational structure based on the capabilities most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal. Transportation, communications, public works, firefighting, and public health, are all examples of Emergency Support Functions. ESF #6 and #11 outline the critical responsibilities and coordinators regarding animals.

Emergency Support Function #6

[ESF 6](#) focuses on mass evacuation and shelter of people. With the passage of the 2006 PETS Act, it also includes provisions for household pets and service animals. There are legal definitions of household pets and service animals (see glossary), but in a disaster, species of animals will be presented as pets that fall outside of the legal definition.

Emergency Support Function #11

[ESF 11](#) organizes and coordinates federal support for the protection of the Nation's agricultural and natural and cultural resources during national emergencies. ESF 11 provides technical expertise, coordination, and support of animal and agricultural emergency management, to ensure the safety and defense of the Nation's food supply and ensure the protection of natural and cultural resources and historic properties.

Emergency Operations Plan

Local emergency operations plans (EOP) are documents that describe who will do what, as well as when, with what resources, and by what authority--before, during, and immediately after a disaster. A jurisdiction's emergency operations plan is a document that:

- Assigns responsibility to organizations and individuals for carrying out specific actions at projected times and places in a disaster that exceeds the capability or routine responsibility of any one agency (e.g., the fire department);
- Sets forth lines of authority and organizational relationships and shows how all actions will be coordinated;
- Describes how people and property will be protected in emergencies and disasters;
- Identifies personnel, equipment, facilities, supplies, and other resources available--within the jurisdiction or by agreement with other jurisdictions--for use during response and recovery operations;
- Identifies steps to mitigate concerns during response and recovery activities. As a public document, an EOP also cites its legal basis, states its objectives, and acknowledges assumptions (FEMA, 1996).

Animal Annex

An Animal Annex is a formal document that outlines specific plans, structural agreements, and individuals responsible for the evacuation and sheltering of animals in cases of emergency or disaster. The completed Animal Annex becomes part of your community's local EOP. An Animal Annex template is in Appendix F and can serve as a guide to help you with the development of an animal emergency response plan for your community.



Community Animal Response Teams (CART)

Community Animal Response Teams (i.e. Disaster Animal Response Team) are volunteers who are trained to ensure the health and welfare of animals before, during, and after a disaster. During times of disaster, CARTs assist with implementation of the animal disaster plan. CART managers and members are credentialed and actively trained to provide support for community preparedness activities, emergency evacuation, emergency animal sheltering, and the reunification of animals and owners.

The following free online videos will help you get familiarized with emergency response protocols: [Comprehensive Preparedness Guide: CPG 101](#) (FEMA, 2010)

IS-100.b [Introduction to Incident Command System, ICS-100](#) (FEMA, 2013)

IS-200.b [ICS for Single Resources and Initial Action Incidents](#) (FEMA, 2013)

IS-700.a [National Incident Management System \(NIMS\) An Introduction](#) (FEMA, 2013)

IS-800.b [National Response Framework, An Introduction](#) (FEMA, 2013)

Module 1- Creating a Community Animal Disaster Plan

STEP TWO: Form a Collaborative Community Planning Team

“...it’s a real natural fit for Extension to be in this role. It’s a natural fit to bring those people to the table...and to discuss how to improve on a plan or in some instances establish and create a plan. ...even though I did not have background in emergency services and firefighting and floods and any kind of disaster preparedness” (Extension Educator).

Overview:

- Community Capacity Building
- Identify Potential Community Leadership
- Identify Community Stakeholders
- Engage Stakeholders as Community Partners In The Planning Process

Community Capacity Building

Community Capacity Building is the first step in the planning process. This term has been cited often in disaster preparedness literature as appropriate for the purpose of bringing a variety of community stakeholders together in order to address an identified need.

Definition of Community Capacity Building

Community Capacity Building comprises both the process and outcome derived from the necessary activities, engagement of stakeholders, development of organizational relationships and individual leadership within the unique context and values of each participating community (Horton, 2002; UNEP, 2006; Goodman et al., 1998).

Community capacity building is a process during which the community develops skills, knowledge and resources, strengthens social relations, and builds stronger links between policy and community organizations. A second key point is that solutions to identified problems, in this case disasters, should come from within the community and should not be imposed from the outside.

A major dilemma for the collaborative community planning process for animal emergency response during times of disaster is that the precise situation for which the plan is being prepared for is not defined during the planning stage. The “when”, “where”, and “who needs what” is not known prior to the actual disaster. Therefore, the goal is to establish a plan that is generic enough to suit a variety of problems your community may face. The solution requires a collaborative effort from representatives of numerous community organizations. Each organization will have different expertise and a different perspective on the priorities.

Identify Potential Community Leadership

The community planning process needs a leader (or two) that can take the first steps in order for planning efforts to be successful. Ideally, it is best if this individual is a community member who understands the contextual nature of the community such as, the character (e.g. socioeconomic makeup, historical challenges, and political dynamics), the needs (e.g. number and type of animal species) and the resources of the community (e.g. types of organizations, sources for volunteers, potential shelter spaces).

In the beginning of the process, the leader ensures that the appropriate stakeholders are at the table and that meetings continue until the community meets its goals. At the end of this process the leader may end up playing a substantial role in animal response or may never be involved in response once the planning is complete. Some communities may need a facilitator for the process, others may need more of a leader. Regardless of the role and style of the community leader, it is vital that a community member takes responsibility to (1) complete the plan (Animal Annex) (2) ensure that volunteers are recruited and trained, and (3) exercises are conducted to test the plan.

Based on the above description, county Extension Educators (Agents) may qualify to be the (or one of the) community leaders for animal disaster planning, however in other communities this may not be applicable. Regardless of the Extension Educators' (Agents) role in the planning process, it is recommended Extension Educators (Agents) check their county emergency operations plan (EOP). The Office of Extension may have a designated role in preparation, response, and recovery despite the interest or capability of the educator in that position.

Suggestions for Community Leaders may include:

- Animal control directors;
- Community veterinarians;
- Humane Society/SPCA Executive and Operational Directors;
- Animal rescue leads;
- Kennel and breed club executive directors and board of directors;
- Sporting Dog Club executive directors and/or board of directors;
- Subject matter experts;
- County or city planners;
- Assessors;
- First Responders;
- Extension Educators (Agents);
- CART Directors (if available).

Identify Community Stakeholders

Finding the appropriate stakeholders to include is critical to the success of the planning effort. Stakeholders can be defined as: "Individuals, groups or organizations having a significant interest in how well a program functions" (Rossi et al., 2004, p. 435). When stakeholders with expertise in specialty areas of animal behavior and care are included, the planning team benefits from their expertise and practical knowledge and the entire effort benefits from their passion for the animals in their community.

Having meetings and conversations with stakeholders is vital for successful planning. Emergency response planning requires a whole community response and involving others in the planning process allows you to directly interact with, and learn from, the people you may be working side-by-side with during a disaster. Open communication while planning also maximizes resources and allows for successful outcomes.

Potential Stakeholders for Your Community Collaborative Planning

- Emergency Management
- Animal Control
- Humane Society or Society for the Prevention of Cruelty to Animals (SPCA)
- Animal rescue organizations
- Pet trainers
- Pet groomers
- Pet sitters
- Purebred Kennel Clubs
- Working animal organizations
- Veterinary clinics, hospitals and associations
- Boarding kennels
- Boarding stables
- American Red Cross
- Facilities Managers (e.g. parks, fairgrounds, horse arenas)
- Agricultural producers/industry
- Livestock associations
- County Extension
- 4-H Clubs
- Future Farmers of America
- State Animal Response Teams (SARTs) if existing
- Community Animal Response Teams (CARTs) if existing
- Law Enforcement
- Fire, Emergency Medical Services (EMS), Human Search and Rescue (SAR)
- Zoos
- Public Health
- Education
- Social services
- Private sector (e.g. pet food/supply retailers, pet boarding or daycare facilities, pet stores, farm supply stores, hardware and lumber retailers, etc.)
- Civic, social, educational, professional and advocacy organizations (e.g., those that address animal care and welfare).
- Large property owners
- Real Estate Professionals
- Elected and community leaders

Engage Stakeholders as Community Partners in the Planning Process

Identify those who are already part of the emergency response plan for your community (or jurisdiction) as well as individuals who are interested and need to be involved. Conduct regular meetings to “involve and educate community members, help shape opinion, and galvanize commitment to act” (Aspen Institute, 1996, p. 2).

Do not reinvent the wheel! Work with existing groups with established relationships, networks, and communication channels. Partner with neighboring jurisdictions whenever possible.

Examples of existing groups and/or resources include the following:

- County Extension
- Humane Society/SPCAs including their volunteers
- Animal rescue organizations
- Kennel and breed clubs
- Sporting dog clubs
- Dog trainers
- Dog park users (i.e. active pet owners)
- CARTS (if available)

Publicizing the initiative through existing events will help to engage community members. See examples of community events below:

- Spay/neuter programs and events
- Pet adoption events
- Dog/cat shows
- Dog walks
- Pet fashion shows

Module 2 – Form a Collaborative Community Planning Team



STEP THREE: Identify the Risks and Hazards in Your Community

“...because we’ve had a couple of major fires, and other issues that are right in our backyard and right in our county here, the awareness is much higher here and so that definitely does play into the people’s awareness and the community’s desire to do something about it” (Extension Educator).

Overview:

- Assess Risks and Hazards
- Identify the Types of Animals in Your Jurisdiction
- Estimate the Animal Population
- Know the Community

Understanding the likelihood that certain events may occur is critical to emergency response planning. Identifying those events that are most likely to occur in your jurisdiction and will have the most impact on your community’s animal and human population is vital in disaster response. Knowing the number and types of animals within your jurisdiction will give you the tools to determine the necessary resources and support needed for a Community Animal Response Team (CART) in your community; including its response capabilities in terms of size, training, credentialing, equipment, supplies, and other resources.

Assess Risks and Hazards

The following is a **CHECKLIST OF HAZARDS and RISKS** that may apply. Consider those **HAZARDS** that relate to your community and add any hazards that are not listed. Additionally, consider the level of **RISK** a hazard has to your community. For example in Colorado, a tornado is more likely to occur on the eastern plains of the state than in the high mountain region of the state. Levels of risk are **low, medium, and high**.

HAZARD	HAZARD PRESENCE	POTENTIAL RISK
Tornado		
Flood		
Blizzard		
Wildfire		
Severe Weather		
Ice Storm		
Animal Disease		
Nuclear Radiation		

Hazardous Chemical		
Hail		
Terrorist		
Infrastructure Failure		
Mudslide		
Urban Fire		
Transportation Accident		
Earthquake		
Avalanche		
Volcanic Eruption		
Other:		
Other:		
Other:		
Other:		



Identify the Types of Animals in Your Jurisdiction

A difficult population to define and identify are “non-commercial livestock” (e.g. backyard chickens, goats, sheep, alpacas, horses). These animals are usually dispersed throughout a community in small groups. Individuals often consider non-commercial livestock “pets” even though they do not fit the legal description of a household pet. These animals can be identified through show associations, 4H clubs, and veterinarian offices. These species often fall into a “gray area” in terms of emergency animal planning – so your jurisdiction’s planning work should proactively include these types of animals. Citizens within your community may have an expectation that planning for emergency evacuation and animal sheltering will accommodate any animals they consider pets or companion animals. **Do not forget to include animal facilities such as zoos, research laboratories, and sanctuaries in your jurisdiction.**

Below is a checklist of animals. Check all that apply and add any that are not listed.

HOUSEHOLD PETS/SERVICE ANIMALS	
<input type="checkbox"/>	Dogs
<input type="checkbox"/>	Cats
<input type="checkbox"/>	Birds
<input type="checkbox"/>	Rabbits
<input type="checkbox"/>	Fish
<input type="checkbox"/>	Reptiles
<input type="checkbox"/>	Small mammals
NON-COMMERCIAL/COMPANION LIVESTOCK	
<input type="checkbox"/>	Horses
<input type="checkbox"/>	Pigs
<input type="checkbox"/>	Sheep/Goats (Small Ruminants)
<input type="checkbox"/>	Cattle (Large Ruminants)
<input type="checkbox"/>	Poultry
<input type="checkbox"/>	Llama/Alpacas
WILDLIFE	
<input type="checkbox"/>	
<input type="checkbox"/>	
CAPTIVE WILDLIFE	
<input type="checkbox"/>	
<input type="checkbox"/>	

Estimate the Number of Each Type of Animal in the Community

In addition to identifying the **types of animals** in the community, the **number of each type of animal** should be estimated. Using the US 2012 census, the American Veterinary Medical Association reported an estimated percent and number of households with dogs, cats, birds and horses, provided in the table below:

	Dogs	Cats	Birds	Horses
Percent of households owning	36.5%	30.4%	3.1%	1.5%
Number of households owning	43,346,000	36,117,000	3,671,000	1,780,000
Average number owned per household	1.6	2.1	2.3	2.7
Total number in United States	69,926,000	74,059,000	8,300,000	4,856,000

Note 1: The AVMA Pet Ownership Calculator is a tool that provides results based on national averages. State specific data by species can be obtained in the AVMA's 2012 U.S. Pet Ownership & Demographics Sourcebook which can be purchased online or by calling the AVMA at 1.800.248.2862. Your local library or Veterinary Medical Association may have a copy that you can borrow.

Note 2: Utilize local expertise to adjust state level pet ownership data for all species, (e.g., jurisdictions with large areas of horse property will want to increase estimates for horse populations, whereas densely suburban areas may need to decrease horse population's estimates).

You can obtain a general idea of your pet animal population by using the following formula:

1. Determine the population in your jurisdiction by using [U.S. Census data](#)
2. Determine the number of pets per household* using [American Veterinary Medical Association \(AVMA\) data](#)**

The formula for determining the number of pets in your community is:

of households x average # of dogs per household = estimated number of dogs

of households x average # of cats per household = estimated number of cats

of households x average # of birds per household = estimated number of birds

of households x average # of horses per household = estimated number of horses

Your combined total from each of these calculations is your total estimated animal population planning number for your community or jurisdiction.

With local knowledge, this formula can be fine-tuned to be more accurate in the needs assessment. Large production livestock operations (e.g. dairy, beef, swine, chicken) are not difficult to locate. These operations usually have well defined emergency plans since they are businesses whose success is dependent on the continuity and flow of product. Zoos, rescue shelters, and avian or wildlife sanctuaries should also be identified and encouraged to formulate their own emergency plans, because animal shelters already in place will be the least stressful for non-domesticated animals.

Know the Community

It is important to identify any at risk special animal facilities that may exist in your community before an incident occurs. Potential risks to be aware of as part of your emergency preparedness plan include the following:

- Potential and known animal hoarders
- Large commercial pet breeding operations
- Animal centric businesses or agencies in high risk areas
- Research laboratories using animals
- Animal rescue sanctuaries

Module 3 – Understand the Risks and Hazards in Your Community



STEP FOUR: Determine Your Community Needs

“I was able to use a survey with my contacts and extension [including] all ag contacts and small acreage owners and large acreage owners... to find out what resources they could provide in the event of an emergency” (Extension Educator).

Overview:

- Identify Available Resources and Services
- Identify Available Equipment And Supplies
- Determine Resource, Service, And Equipment Shortfalls
- Develop a Needs List
- Account For Gaps in Resources

Available community **resources** include: money, materials, staff or other assets your community can draw on in order to support a Community Animal Response Team (CART). **Services** are systems such as transport, communications, or utilities (e.g. electricity and water).



Identify Available Resources and Services

Below is a checklist of **RESOURCES AND SERVICES** that may be currently available in the community. Each community will have a unique combination of animal resources. For instance, a town with a fairgrounds has an excellent location for a disaster animal shelter.

Checklist of Community Resources: Please check all that apply and add items not listed.

EXAMPLES OF RESOURCES	√	NOTES
Animal control	<input type="checkbox"/>	
Animal daycare	<input type="checkbox"/>	
Animal related businesses	<input type="checkbox"/>	
Animal rescue organization (s)	<input type="checkbox"/>	
Animal response team	<input type="checkbox"/>	
Animal shelter (s)	<input type="checkbox"/>	
Animal trainer/behaviorist	<input type="checkbox"/>	
Animal welfare & protection	<input type="checkbox"/>	
Brand inspectors	<input type="checkbox"/>	
College, universities	<input type="checkbox"/>	
Companion animal associations	<input type="checkbox"/>	
Cooperative Extension/4H	<input type="checkbox"/>	
County fairgrounds	<input type="checkbox"/>	
County mapping	<input type="checkbox"/>	
Emergency management	<input type="checkbox"/>	
Fire, EMS, SAR	<input type="checkbox"/>	
Horse boarding facilities	<input type="checkbox"/>	
Kennels	<input type="checkbox"/>	
Law enforcement	<input type="checkbox"/>	
Livestock associations/producers	<input type="checkbox"/>	
Public health	<input type="checkbox"/>	
Research facilities	<input type="checkbox"/>	
Veterinary professionals/Clinics	<input type="checkbox"/>	
Wildlife officers/Resources	<input type="checkbox"/>	
Zoos, wildlife organizations	<input type="checkbox"/>	
Others	<input type="checkbox"/>	

Identify Available Equipment and Supplies

In addition to personnel, it is important to identify what **EQUIPMENT** and **SUPPLIES** are available to your community. Many of these items may already be available through volunteer organizations and private citizens. Check all that apply and add any that are not listed. A complete copy of the equipment and supply lists are included in Appendix C.

Determine Resource, Services, and Equipment Shortfalls

Now compare the resources, services, equipment and supplies that are available to what is needed. For instance, did your animal population calculation show that you have a potential 300 dogs to shelter? Do you have only 100 dog crates? If so, the sheltering of 200 dogs needing an additional 200 crates is your “gap”. Your planning must now address how you will plan for closing that gap in the immediate future as well as in the longer term.

Develop a Needs List

Work with several different disaster scenarios that could occur in your community. For each scenario make a list of what you need to be able to successfully address your animal needs. What resources do you not have in the community that you might need? Itemize those resources that you need but do not currently have. The next step is to determine how you will close that gap. Perhaps a local ranch supply store will donate gloves, tools, or other needs. Look for funding opportunities. Many businesses, both large and small, may contribute funds to help acquire what you need. Check with animal or community oriented charitable foundations for possible grant opportunities. Work with your local emergency manager to determine if FEMA grant dollars may be available to help you close any identified resource gaps.

Account for Gaps in Resources

Determine the capabilities of your community. Be honest. If there is a resource shortfall and no current way to fill it, it is okay; there could be many. The important thing is to be aware of your community’s shortfalls and to be thinking about how to work around that shortfall in the planning process. Finding out and understanding what the gaps are in advance is better than finding out in the middle of a disaster.

One way to solve gaps in community resources is to talk with surrounding counties and communities about their available resources. In some instances, communities can agree to work together in the face of a disaster through the development of a Memorandum of Understanding (MOU) also called a Memorandum of Agreement (MOA). A MOU is a formal agreement between two or more parties to establish official partnerships (Rouse, 2011).

Through the previous steps you determined; (1) the risks and hazards for your community; (2) the possible types and populations of animals your community may need to support. This knowledge will assist you in determining what is needed to support the CART in your community and its response capabilities in terms of size, training, credentialing, equipment, supplies and other resources.

Module 4 – Determine Your Community Needs

Step Five: Develop a Community Animal Response Team

“...in our initial meeting there were ...eight to ten people, in the second meeting [there were] twice as many. We were able to identify more people who should have been sitting around the table. So it expanded from there and then our training... and table top exercise were really well attended” (Extension Educator).

Overview:

- Community Animal Response Teams (CART)
- Establish the Goals, Structure and Legitimacy of the CART
- Identify Assignments and Accountability
- Volunteer Recruitment
- Volunteer Retention for the CART



Community Animal Response Teams (CART)

A CART is made up of volunteers who are members of the community who wish to assist in assuring that their communities are actively prepared to evacuate, shelter, and care for animals during large scale emergencies or disasters.

During times of disaster, CARTs help implement the animal emergency plan. CARTs provide the needed First Responders to deal with animal related issues. CART managers and members are credentialed and trained to provide support for community preparedness activities, emergency evacuation, emergency animal sheltering, and the reunification of animals and owners. CARTs provide these services as an augment to damage assessment, human evacuation, sheltering, and search and rescue activities under the jurisdictional authority (usually your county manager).

The jurisdictional authority may sponsor the CART. If the jurisdictional authority does not directly sponsor the CART it may have a formal relationship with the CART through a Memorandum of Understanding (MOU). In either case, the authority having jurisdiction (AHJ) will approve the standards for CART training and credentialing to assure that they meet the requirements of the AHJ's operational capability during a disaster.

Once you understand what your needs are for supporting the CART in your community, it is necessary to:

- Establish a CART Steering Committee consisting of your community members and community stakeholders;
- Determine your community's needs for personnel/volunteers, equipment, supplies, materials and funding;
- Identify CART managers/coordinators and administrative support;
- Recruit committed volunteers for small animal sheltering, large animal sheltering, and evacuation support;
- Train and credential CART managers, coordinators, and volunteers.

Establish the goals, structure and legitimacy of the CART

The first step in establishing a CART is to identify individuals from the community collaborative planning team to form a steering committee. The steering committee decides the goals and structure of the CART as well as confirms the legitimacy of the CART within the emergency operation plan of the jurisdictional authority. The CART must be structured to meet the needs of the community. Considerations include but are not limited to the following:

- Should the CART focus on all animals or specialize in either household pets or livestock?
- Should the CART focus on animal sheltering, evacuation or both?
- Should the CART be strictly volunteer-based or should a paid CART manager be hired?
- Should the CART be an independent entity or part of a governmental (e.g. Animal Control) or non-governmental (ex. Humane Society) organization?
- What are the credentialing requirements for the volunteers?

Identify Assignments and Accountability

Now that you have determined which animal response services your community will provide and have formed your steering committee, you must determine who will provide the necessary services. At this time it is important to begin outlining tasks, scope of work, and job descriptions associated with different positions and where they fit within the Emergency Operations Center structure. With these documents in place, CART team volunteers will be better able to communicate and carry out responsibilities of the Animal Annex (Orloff, 2011). The authority having jurisdiction (AHJ) will approve the standards for CART training and credentialing to assure that they meet the operational requirements during a disaster.

Develop Memorandums of Understanding (MOU) with your volunteer organizations that outline roles and responsibilities related to animal emergency response. If volunteers are certified under an MOU that's included in the emergency plan, they will be covered by liability insurance when they are activated.

In some communities, resources for animal disaster response still continue to operate informally. Attempts to address animal needs outside the formal incident command system can lead to confusion and interference with formal response operations. Additionally, volunteers acting on their own or informally could be liable for their actions.

Volunteer Recruitment

You will need volunteer resources for:

- EOC Animal Desk Coordinator
- Community/County Animal Response Team (CART) members and managers.

The EOC Animal Desk Coordinator provides coordination, communication, resource allocation, and tracking, as well as information collection, analysis, and dissemination regarding animal issues during an event. The EOC Animal Desk Coordinator should be familiar with the local Animal Disaster Plan/Annex, the CART, and animal control roles and responsibilities in the evacuation plan and animal emergency sheltering during a disaster. The coordinator should also be well versed and connected with animal rescues and the location of boarding kennels/stables, animal-centric businesses, and veterinary clinics and know how to reach out to them quickly and effectively.

CART volunteers are often their community's first line of response for animals during and following a disaster.

This requires that CART volunteers are:

- Formally a part of their jurisdictional emergency operations plan (EOP);
- Understand their role in the EOP;
- Trained in the Incident Command System (ICS). It is recommended that at a minimum, all responders complete FEMA ICA 100 and NIMS 700 online training;
- Appropriately trained and skilled in the response duties assigned to them (e.g.. evacuation support, small animal emergency sheltering, large animal emergency sheltering, veterinary disaster medical support, animal search and rescue).

Volunteer Retention for the CART

Volunteers are eager to help in the aftermath of a disaster but often lose interest over time when there is no disaster. Recruitment and training is best done shortly after a disaster in the area while the community's interest is peaked. Retention, however, can be difficult and CART managers must be creative to keep the volunteers interested, trained and reliable. Assuring regular communication with volunteers to keep their interest high, promotes a sense of team work, and keeps them informed of events and plans related to the CART and the community. Practice, Practice, Practice is the best solution. Practice provides valuable knowledge and camaraderie between volunteers. Local Extension Educators (Agents) are experienced with volunteers because many valuable community programs (e.g. 4-H, master gardeners, master naturalists) depend on volunteers.

Module 5 – How to Build a CART



Step Six: Write, Review and Formalize Your Plan & Animal Annex

“It is better to have a simple plan that can be implemented than an elaborate plan too cumbersome to employ during a disaster” (Debrah Schnackenberg, Former Director, PetAid Disaster Service).

Overview

- Develop the Community Animal Disaster Plan
- Formalize the Animal Annex and Add to the Emergency Operation Plan
- Update and Enhance the Plan and the Animal Annex

Develop the Community Animal Disaster Plan

Steps one through four of this toolkit describe how to identify the stakeholders and the background information necessary to develop your community’s animal disaster plan. Basically, the plan must include **who** will do **what**, as well as **when**, and with **what resources** and **by what authority** before, during, and after the disaster.

An animal disaster response plan can include six major sections:

- Preparedness
- Evacuation Support
- Shelter Operations
- Registration and Animal Intake
- Animal Care
- Public Outreach and Information

It is vital to develop a plan that works for the unique needs of each county or region and meets the goals and objectives of the overall county emergency operations plan. Once the plan is developed it should be reviewed by all responsible parties involved.

Formalize the Animal Annex and add to the Emergency Operation Plan

The Animal Annex is a document that goes with a community’s overall emergency plan and is considered the legal documentation of your emergency response plan. FEMA requires communities to have an Animal Annex in order to obtain certain types of funding. It is important to develop a plan that works with the nuances of each county or region and its unique needs; however, your goals and objectives also have to mesh with the overall county emergency operations plan. Once you have completed the plan for your Animal Annex it is important to obtain stakeholder, community, and jurisdictional authority approval.

An example of an Animal Annex is in Appendix F for your review.

Update and enhance the plan and the Animal Annex

It is important to update and enhance the Animal Disaster Plan and Animal Annex so that it remains relevant for your community. Emergency management regularly updates their community’s Emergency Operations Plan (EOP). Find out the schedule for EOP updates and work closely with them to update the animal plan and Animal Annex at the same time.

The contacts for responsible parties should be kept current and areas of the plan that need improvement enhanced.

Resources to assist you:

- A matrix (see page 29) has been developed to assist you in identifying participating community agencies and partners and their prospective roles in carrying out the service animal emergency preparedness plan;
- See [Disaster Animal Sheltering webinars](#) for details related to disaster animal sheltering.

Module 6 – Write, Review, Formalize a Plan and Annex



Matrix of participating organizations

SUMMARY MATRIX FOR _____ COUNTY

Identify the function of each agency by marking one of the following letters: L = Lead organization U = Unified Lead S = Supporting	FUNCTIONS																
	Rapid needs assessment	Evacuation/transportation: livestock	Evacuation/transportation: Companion and other	Sheltering: Livestock	Sheltering: Companion/other animals	Animal food and water	Animal search and rescue	Wildlife management	Veterinary Medical care	Animal decontamination	Animal disease management	Animal mortality	Animal/Owner reunion and recover	Volunteer & donations management	Communication/public information	Training and exercises	Preparedness outreach
Emergency Management																	
EOC ¹ Donations Mgmt. Team																	
American Red Cross, local																	
Animal Control																	
Animal shelter																	
Rescue group (s)																	
ARES ² (HAM radio)																	
Boarding kennels																	
Business community																	
CERT ³ (potential roles)																	
County Fairgrounds																	
Cooperative Extension																	
Division of Wildlife																	
Dept. of Agriculture																	
Brand Inspector																	
Equestrian associations																	
Fire Department (s)																	
Environmental health/land fill																	
Law enforcement/Sheriff																	
Livestock Assoc./Individual																	
Joint information center/PIO ⁴																	
Mapping/GIS ⁵																	
Medical Reserve Corps (MRC)																	
Public Health local																	
Public Works/Facilities																	
Search & Rescue																	
Veterinary community																	
VOAD ⁶ or equivalent orgs.																	
Wildlife organizations local																	
Zoos																	

EOC¹ = Emergency Operations Center, ARES² = Amateur Radio Emergency System, CERT³ = Community Emergency Response Team, PIO⁴ = Public Information Officer, GIS⁵ = Geographic Information Systems, VOAD⁶ = Voluntary Organizations Active in Disaster

Step Seven: Make Your Plan Work!

“The grant allowed us to bring trainings on the formation of a Community Animal Response Team (CART) followed up by two CART trainings to help volunteers understand what was involved in supporting the Humane Society CART” (Letter, 8/6/15).

Overview:

- CART Training and Exercises
- Tabletop Exercises
- Community Education and Outreach
- Evaluate, Review, Revise, Practice and Maintain

A community animal disaster plan is only as effective as its relevance to the community of people passionate about providing for animals in times of disaster, and its appropriate integration into the overall Emergency Operation Plan. Four steps will help to keep the plan relevant.

- Keep the plan and Animal Annex current;
- Nurture relationships between emergency management and the animal community;
- Build cohesion and expertise in the animal response teams through regular trainings and exercises;
- Engage general community members in the importance of animal disaster preparedness.

CART Training and Exercises

It is essential that animal emergency responders understand the Incident Command System and National Incident Structure. Local trainings can be offered at regular intervals to improve the competency of the CART and the cohesiveness of the group. The specifics of these trainings and exercises should be tailored to the CART's goals and structure. These trainings could include appropriate handling procedures for different types of animals, evacuation and sheltering, procedural protocols, communications trainings, triage and animal first aid training, and sufficient practice exercises that insure reliable response. Exercises that mimic an actual deployment can test skills and identify the team's strengths and weaknesses such as how long it takes for the CART team to arrive at the designated location. Shelter set-up and take-down exercises can provide “hands on” experience in unpacking and setting up the shelter's crates, bowls, leashes, food and supplies and also in assuring that those same items are appropriately repacked and stored when the shelter shuts down.

CART volunteer training includes the following:

- Mandatory ICS training (IS-100B and IS-700A) that is available without cost online through FEMA;
- More advanced training (IS-200B, IS-800B) also available online through FEMA;
- Basic CART training which focuses on the goals and structure of the local CART as well as basic animal handling skills;
- Training and practice exercises appropriate to roles and duties of the CART;
- “Just in Time” training for spontaneous volunteers or those who come from different regions to assist.

Exercises for the CART can include (but are not limited to) the following:

- Intake paperwork
- Feeding and exercise routines
- Practicing the pet reunification process
- Handling the scared dog or cat
- Handling chickens
- Handling horses
- Cleaning protocols
- Setting up a shelter

Tabletop Exercises

The purpose of a tabletop exercise is to provide a facilitated and guided discussion with the purpose of solving a set of problems in a group setting. The success of the tabletop exercise is determined by feedback from participants and the impact this feedback has on the evaluation and revision of existing policies, plans, and procedures.

Typical Tabletop Objectives:

- Heighten awareness of the county's animal emergency response plan and standard operating procedures;
- Coordinate with other organizations in the overall Emergency Operating Plan;
- Identify and prioritize response activities;
- Identify plans, policies, and procedures that are specific to the Animal Disaster Response Plan and its various responders and stakeholders;
- Identify resources available for Animal Disaster Response;
- Identify critical operations;
- Identify gaps in your plan.

Example of a Tabletop Exercise Scenario:

A tornado is approaching the town. Seventy-five households and the Humane Society are in the direct path of the tornado. The Humane Society is in charge of animal evacuation during disasters. The building has no backup generator if electricity is lost. The fairgrounds is also at risk of being affected by the tornado and it is the preferred location for disaster animal sheltering.

How will this situation be handled?

The participants in the tabletop exercise will discuss the scenario and plan their response according to their plan. Along the timeline of the event the facilitator will inject complications that will require further action and collaboration from the participants.

Following the tabletop exercise, the community response is evaluated and assignments are generated to close gaps that will improve future responses.

PRACTICE, PRACTICE, PRACTICE!!!!

Community Education and Outreach

The more citizens are prepared to take care of themselves and their animals during a disaster, the greater the ability of emergency responders to target critical community resources to help those with special needs or those who are more severely impacted. Development of a public information program to implement before a disaster occurs is crucial. Remember how messages are communicated can vary depending on your target population or the needs of your community.

Identify ways to continually provide updates on shelter capacity and availability should a disaster hit.

Below are suggestions related to important educational outreach steps that can be taken before a disaster hits.

- Inform the community about the Animal Emergency Response Plan and Annex;
- Distribute information about preparing “ready go kits”, household stickers, call numbers, and sources of public information announcements;
- Educate household pet and service animal owners about the need to make arrangements for private accommodations for themselves and their pets prior to a disaster or emergency;
- Plan how you will inform owners where congregate household pet shelters are located and which shelter to use.

Evaluate, Review, Revise, Practice and Maintain

It is important to update and maintain the Animal Emergency Response Plan and Annex so that it remains relevant for your changing community. Emergency management in your community regularly updates the community’s Emergency Operations Plan (EOP). Find out their schedule for EOP updates and work closely with them to update your animal plan or Annex at the same time. Use your “Lesson’s Learned” to update or enhance areas of your plan that you find need work or fine-tuning. The planning process is as **IMPORTANT** as the **FINAL PLAN!** Plans are useless without the process that goes into creating them and the testing that follows.

Module 7 – Make Your Plan Work!



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APPENDICES

You can access the [Community Animal Disaster Plan Toolkit](#) electronically for the appendices provided on the following pages.

APPENDIX A: GLOSSARY

APPENDIX B: COMMUNICATIONS AND CALL DOWN LIST

APPENDIX C: ANIMAL RESPONSE GENERAL SUPPLIES

APPENDIX D: SMALL ANIMAL SHELTERING

APPENDIX E: LARGE ANIMAL SHELTERING

APPENDIX F: ANIMAL ANNEX TEMPLATE

The ANIMAL ANNEX document can be completed using the worksheets and planning materials from the seven steps covered in the toolkit. Add or subtract content as needed from the annex word document to create your ANIMAL ANNEX which you can then submit to your County Emergency Manager.

APPENDIX A: GLOSSARY

Animal Annex is a formal document that outlines specific plans, structural agreements, and individuals responsible for the evacuation and sheltering of animals in cases of emergency.

Commercial livestock are animals raised for production (e.g. cattle, sheep, poultry, goats and other domestic animals ordinarily thought of being raised or used on a farm for commercial purposes).

Community Animal Response Team (CART) is also referred to as a Disaster Animal Response Team (DART). It is a group of volunteers who are trained to ensure the health & welfare of animals before, during, and after a disaster.

Community Capacity Building is both a process and an outcome derived from the necessary activities, engagement of stakeholders, development of organizational relationships and individual leadership within the unique context and values of each participating community (Horton, 2002; UNEP, 2006; Goodman et al., 1998).

Disaster Animal Response Team (DART) see community animal response team.

Emergency Operations Center (EOC) is a central command and control location responsible for the strategic overview, or "big picture", of the disaster. The common function of an EOC is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the organization, within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals. The EOC does not normally directly control field assets, but instead provides centralized information and resource coordination in support of ground operations.

Emergency Operations Plan (EOP) are documents that describe who will do what, as well as when, with what resources, and by what authority--before, during, and immediately after an emergency.

Emergency Support Function (ESF) is the grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following domestic incidents.

Extension Educators (Agents) are the local representatives of Land Grant University Extension Services who live and work in the communities they serve. They engage citizens, their local clientele, through a broad range of programs that touch on agriculture, food systems, and natural resources. They also foster community and youth development and often facilitate potentially difficult conversations on economic, community, and environmental issues. They have the ability to connect the talent and resources of universities with communities.

Federal Emergency Management Agency (FEMA) is an agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders on April 1, 1979. FEMA coordinates the Federal response to disasters in the U.S.

Hazard is a danger or disaster to which a community may be exposed (e.g. hurricane, fire, flood).

APPENDIX A: GLOSSARY

Household pets are domesticated animals (e.g. dog, cat, bird, rabbit, rodent, or turtle) that are kept in the home for pleasure rather than for commercial purposes.

Incident Command System (ICS) is a management *system* designed to enable effective and efficient domestic *disaster or emergency* management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

Joint Information Center (JIC) is a location where personnel with public information responsibilities perform critical emergency information functions and crisis communications.

Jurisdictional Authority (JA) is the authority in a given legal jurisdiction with the right, power or authority to apply laws and to administer justice.

Memorandum of Agreement (MOA) see memorandum of understanding.

Memorandum of Understanding (MOU) is also called a Memorandum of Agreement (MOA). It is a formal agreement between two or more parties to establish official partnerships.

National Incident Management System (NIMS) is a common framework used for managing natural disaster response and it exists at all levels of government (e.g. local, state, federal).

Non-commercial livestock are animals that traditionally do not live in the house but live in barns, fields, or paddocks and are raised for companionship as well as production or utility.

Pet Calculator is an online tool provided by the American Veterinary Medical Association (AVMA) that can assist in estimating the number of pet owning households and number of pets in a community.

Pet Evacuation and Transportation Safety (PETS) Act is a federal legislation that requires states and local jurisdictions to have a plan in place for the evacuation and sheltering of household pets and service animals in order to access certain federal funding sources.

Resources are supplies, support or aid (e.g. money, materials, volunteers, or other assets) you can draw on in order to support a Community Animal Response Team (CART).

Risks refer to the level of possibility a community may be exposed to during a hazard or danger (e.g. hurricane, fire, flood).

Service Animals are any dog (or miniature horse) that is individually trained to do work or perform tasks for the benefit of an individual with a disability (e.g. physical, sensory, psychiatric, intellectual, or other mental disability).

Services are the supplying of utilities or commodities such as water, gas, electricity, telecommunications, food stores, etc. required by individuals or a community for normal everyday functions.

Stakeholders are anyone who has an interest in or investment in something and who can affect, or is affected by the outcome of an event, strategy or project.

Working animals are animals trained to perform specific tasks (e.g. search and rescue dogs, bomb-sniffing dogs, herding dogs, security dogs, police enforcement horses).

APPENDIX B: COMMUNICATIONS & CALL DOWN LIST

FUNCTION	NAME	PHONE NUMBER	ALT NUMBER
Animal Branch Director			
Animal Shelter Manger			
Veterinarian			
Veterinary Technician			
Small Animal Evacuation Team Leader			
Small Animal Sheltering Team Leader			

APPENDIX B: COMMUNICATIONS & CALL DOWN LIST

FUNCTION	NAME	PHONE NUMBER	ALT NUMBER
Large Animal Evacuation Team Leader			
Large Animal Sheltering Team Leader			
Animal Search & Rescue Team Leader			
Small Animal Shelter Worker			
Large Animal Shelter Worker			
Large Animal Evacuation Worker			

APPENDIX B: COMMUNICATIONS & CALL DOWN LIST

FUNCTION	NAME	PHONE NUMBER	ALT NUMBER
Search & Rescue Worker			
Transportation			
Administration			
Safety			
Other			

Add or subtract rows under each category to meet your needs.

APPENDIX C: ANIMAL RESPONSE GENERAL SUPPLIES

RESOURCE : ANIMAL PROTECTION: ANIMAL RESPONSE GENERAL SUPPLIES				
CATEGORY	ANIMAL & AGRICULTURAL ISSUES: COMPANION ANIMALS & NON-COMMERCIAL LIVESTOCK			
CONTACT INFORMATION				
COMPONENT	ITEM	QUANTITY	LOCATION	COMMENT
DISPOSABLES	Barricade tape			
	Batteries			
	Biohazard bags			
	Bleach			
	Dawn dishwashing liquid			
	Duct tape			
	Ear plugs			
	Electrical tape			
	First aid kit			
	Garbage bags			
	Hand sanitizer			
	Kleenex tissues			
	Newspaper/butcher paper			
	Nylon ties			
	Paper Towels			

APPENDIX C: ANIMAL RESPONSE GENERAL SUPPLIES

COMPONENT	ITEM	QUANTITY	LOCATION	COMMENT
DISPOSABLES	Rags			
	Scrub brush			
	Shelter disinfectant			
	Squirt bottle			
	Sponge			
	3M pad			
	Wire roll			
	Ziploc bags			
	Broom			
	Bucket			
EQUIPMENT/HARDWARE	Bulk plastic sheeting (kennels/under cages, etc)			
	Bulk water container			
	Bungee cords			
	Can opener			
	Cell phone			
	Chair			
	Copier			
	Digital camera			

APPENDIX C: ANIMAL RESPONSE GENERAL SUPPLIES

COMPONENT	ITEM	QUANTITY	LOCATION	COMMENT
	Dust pan			
	Electric fan			
	Extension cord			
	Flashlight			
	Freezer/cooler			
	Generator			
	Halogen work light			
	Hand truck			
	Hose			
	Hose adapter			With or without stand
	Laptop			
	Large canopy tend			
	Memory card			
	Mister			
	Mop			
	Pallet			
	Power tools			
	Printer			
	Radio (portable)			

APPENDIX C: ANIMAL RESPONSE GENERAL SUPPLIES

COMPONENT	ITEM	QUANTITY	LOCATION	COMMENT
	Radio (two way)			
	Rake			
	Shovel			
	Space heater			
	Squeegee			
	Shovel			
	Surge protector			
	Table			
	Tarp (sun shading)			
	Tarp (under kennels cages)			
	Trash can			
	Utility rope			
	Wheelbarrow			
	White board			
	Wooden stakes			
	Other			

APPENDIX C: ANIMAL RESPONSE GENERAL SUPPLIES

COMPONENT	ITEM	QUANTITY	LOCATION	COMMENT
OFFICE SUPPLIES	Clipboard			
	Colored dots			
	Easel			
	File boxes			
	File folders			
	Highlighter			
	Hole punch			
	Lables			
	Lined pad			
	Magic markers			
	Paper clips			
	Pens			
	Photo paper			
	Plastic sheet protector			
	Other			

APPENDIX D: SMALL ANIMAL SHELTERING

RESOURCE : ANIMAL PROTECTION: Small Animal Sheltering									
CATEGORY	ANIMAL & AGRICULTURAE ISSUES: COMPANION ANIMALS & NON-COMMERCIAL LIVESTOCK								
CONTACT INFORMATION									
COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS		
ANIMAL	Airline carrier	40" x 27" x	XX LARGE						
	Airline carrier	36" x 25" x	X LARGE						
	Airline carrier	28" x 20" x	LARGE						
	Airline carrier	26" x 18" x	MEDIUM						
	Airline carrier	24" x 16" x	SMALL						
	Airline carrier	20" x 13" x	X SMALL						
	Aquarium								
	Bird cage								
	Ferret cage								
	Heat lamp								
	Heat rocks								
	Heating pad								
	Lights								
	Mesh cover								
	Modular kennel panel								

APPENDIX D: SMALL ANIMAL SHELTERING

COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS
ANIMAL	Portable run						
	Rabbit hatch						
	Squeeze panel						
	Terrarium						
	Transfer cage	20" x 11" x 12"					
	Trap	24" x 8" x 8"	Small mammal			Rear door	
	Trap	30" x 9" x 11"	cat			No rear door	
	Trap	36" x 12" x 14"	Raccoon/cat/ small dog			Rear door	
	Trap	42" x 17" x 24"	Medium dog			Rear door	
	Trap	48" x 20" x 26"	Large dog			Rear door	
	Trap	60" x 22" x 28"	X large dog			Rear door	
	Trap						
	Wire cage	48" x 30" x 33" (W x L x H)	Folding				
	Wire cage	48" x 28" x 30"	Folding				
	Wire cage	36" x 23" x 25"	Folding				
	Wire cage	30" x 19" x 21"	Folding				
Wire cage	24" x 18" x 19"	Folding					
Wire cage	22" x 18" x 16"	Folding					

APPENDIX D: SMALL ANIMAL SHELTERING

COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS
ANIMAL	Wire cage	18" x 12" x 14"	Folding				
	Wire cage						
	Wire pens		No top or bottom				
ANIMAL CAPTURE & HANDLING	Cable leashes						
	Cat bag						
	Chemical capture equipment						
	Clip leash						
	Graspers		Coated cable or heavy				
	Ketch pole	3 ft					
	Ketch pole	6 ft					
	Ketch pole	7—12 ft					
	Leash pole	4"	Flexible plastic with				
	Slip lead						
	Snappy snare						
	Squeeze bag						
	Squeeze cage						
	Other						

APPENDIX D: SMALL ANIMAL SHELTERING

COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS
SNAKE	Hoop bag						
	Snake bag						
	Snake hook						
	Snake tongs						
	Other						
	Other						
	Drawstring net						
NETS	Freeman net						
	Large mesh net						
	Long handled net						
	Net gun						
	Small mesh net						
	Throw net						
	Other						
	Other						
	Other						
	Other						

APPENDIX D: SMALL ANIMAL SHELTERING

COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS
MUZZLES	Cage muzzle						
	Cat muzzle						
	Cloth muzzle						
	Quick muzzle						
	Other						
	Other						
	Other						
ANIMAL IDENTIFICATIO	Collar & ID tag						
	ID band						
	Microchip						
	Microchips						
	Other						
	Other						
	Other						
ANIMAL SUPPLIES	Bedding						
	Blankets						
	Cat litter						
	Cat litter box						

APPENDIX D: SMALL ANIMAL SHELTERING

COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS
	Cat litter scoops						
	Crematorium						
	Disposable cage pad						
	Food try						
	Grooming						
	Pooper scooper						
	Towels						
	Wash tub						
	Water bottle						
	Water bowl						
	Other						
	Other						
	Other						
PPE	Cloth coverall						
	Foot covers						
	Latex/Nitrile						
	N-95 mask						
	Reflective safety						

APPENDIX D: SMALL ANIMAL SHELTERING

COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS
	Rubber boots						
	Safety goggle						
	Surgical mask						
	Tyvek coverall						
	Waders/waist						
	Other						
	Other						
	Other						
	Exam table						
	Medical cashe						
	Stretcher						
	Vaccines						
	Vet First Aid kit						
Vehicles	Other						
	Other						
	Other						
	ACO vehicle						
	Ambulance						

APPENDIX E: LARGE ANIMAL SHELTERING

RESOURCE : ANIMAL PROTECTION: Large Animal Sheltering								
CATEGORY	ANIMAL & AGRICULTURAE ISSUES: COMPANION ANIMALS & NON-COMMERCIAL LIVESTOCK							
CONTACT INFORMATION								
COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS	
ANIMAL	Barns							
	Corrals							
	Electric fence							
	Fence panels							
	Plywood							
	Snow fence							
	T-posts							
	Other							
	Other							
	Other							
	Other							
LARGE	ATV							
	Bobcat							
	Cattle truck							
	Flat bed trailer							

APPENDIX E: LARGE ANIMAL SHELTERING

COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS
	Forklift						
	Front end loader						
	Loading chute						
	Horse trailer						
	Snow plow						
	Other						
	Other						
	Other						
	Anderson sling						
ANIMAL CAPTURE & HALTERING	Halters						
	Lassos						
	Lead ropes						
	Pig board						
	Twitch						
	Wagon						
	Webbing						
	Other						
	Other						

APPENDIX E: LARGE ANIMAL SHELTERING

COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS
ANIMAL IDENTIFICATION	Grease pens						
	Livestock						
	Microchips						
	Neck banding						
	Paint						
	Scanners						
	Other						
	Other						
	Other						
ANIMAL SUPPLIES	Bedding/straw						
	Blanket						
	Feed bins						
	Grain						
	Grooming						
	Hay						
	Hay nets						
	Tank heaters						
	Towels						

APPENDIX E: LARGE ANIMAL SHELTERING

COMPONENT	ITEM	SIZE	DESCRIPTION	QUANTITY	LOCATION	COMMENT	STATUS
	Trough						
	Utility rope						
	Other						
	Other						
	Other						
PPE	Clothe coverall						
	Foot covers						
	Latex/Nitrile						
	Other						
	Other						
	ACO vehicle						
Vehicles	Ambulance						
	Big Rig						
	Mobile clinic						
	Panel truck						
	Trailer						
	Van						
	Other						

APPENDIX F: ANNEX TEMPLATE

_____ **County**

Animal Emergency Response Annex

Date _____

This Animal Annex template provides a collaborative framework for prevention, protection, preparedness, response and recovery efforts related to management of companion animals, livestock, and other animals during emergency events and was developed in partnership with the Colorado's North Central Region/ Denver UASI Animal Emergency Committee. It is important to tailor your Animal Annex to the structure and regulations of emergency management in your state.

APPENDIX F: ANIMAL ANNEX TEMPLATE

TABLE OF CONTENTS

PURPOSE

LEAD AGENCY

SUPPORT AGENCIES

SCOPE

SITUATION

PLANNING ASSUMPTIONS

CONCEPT OF OPERATIONS

ANIMAL MISSION ESSENTIAL TASKS

VOLUNTEER RESOURCE AND DONATIONS

PREPAREDNESS

REVIEW & MODIFICATIONS

APPENDIX F: ANIMAL ANNEX TEMPLATE

_____ County Animal

Emergency Response Annex

PURPOSE

This plan provides a collaborative framework for prevention, protection, preparedness, response and recovery efforts related to management of companion animals, livestock, and other animals during emergency events.

LEAD AGENCY

_____ is the Lead Agency that _____ county will contact to request that the Animal Emergency Response plan is activated.

Agency Name	Contact Name	Contact Cell Number

SCOPE

This plan addresses emergency management issues for _____ County related to companion, service/assistance animals, police or search and rescue animals, non--native captive wildlife, native wildlife, livestock, and other animal species.

SITUATION

- **Authorities:**

⇒ _____ (Cite local statutory authorities)

⇒ For example, Colorado Disaster Emergency Act, 24-32-21 creates the Colorado Division of Emergency Management and 24-32-2107 charges each political subdivision with creation of a local emergency management agency

APPENDIX F: ANIMAL ANNEX TEMPLATE

For example, The Colorado Department of Agriculture, Division of Animal Industry, has statutory authority related to animal health (State Veterinarian 35-50), in the prevention of animal cruelty and neglect (Colorado Bureau of Animal Protection, 35-42), the regulation of companion animal industry (Pet Animal Care Facilities Act, 35-80) and the supervision of branded livestock identification, movement and ownership issues (Colorado Brand Board, 35-41).

⇒ The Colorado Department of Public Health and Environment (multiple sections under Title 25, CRS) has authorities related to public health that will intersect with animal health and local jurisdictional public health authorities.

- **Activation:**

If in the event of an emergency or evacuation the _____ will assess whether a shelter needs to be established. This decision will be based on size of evacuated area, number of homes in the area, and the anticipated length of evacuation. If a shelter is required the _____ will contact the Lead Agency to open the shelter. Information provided will be:

- ◆ Evacuated area
- ◆ Number of homes
- ◆ Anticipated population to be evacuated

The Lead Agency will contact _____ Animal Response Team members and members will report to their designated location with the appropriate clothing, supplies and equipment.

PLANNING ASSUMPTIONS

- Prioritized concerns for emergency management include:
 1. Life safety for people
 2. Protection of property (with animals considered by many families and individuals as their highest property priority)
 3. Protection of the environment
- Inability to evacuate animals is a leading cause of evacuation failure in disasters.
- Failure to evacuate may both endanger citizens and the emergency responders who attempt to protect those citizens.
- The American's Disabilities Act mandate that service animals must be treated as an extension of a disabled person and must receive all needed services.
- Consideration for the care of search and rescue and law enforcement animals should be incorporated into emergency plans.
- While most owners of pets and livestock will take reasonable steps to evacuate, shelter and provide for their animals, others cannot or will not take adequate actions for the protection of their animals due to, for example, special needs, senior citizen issues, limited mobility, large numbers of animals in their possession, language or cultural barriers.

APPENDIX F: ANIMAL ANNEX TEMPLATE

- Some state agencies such as the Division of Wildlife or the Department of Agriculture may have certain statutory responsibilities and local emergency plans must be executed in cooperation with those agencies.
- Animal populations should be estimated for each jurisdiction.
 - ◆ The average number of households with companion animals is approximately 60%. The number of dogs, cats, and pet birds is approximately 2.5 per household in suburban areas and as low as 2.0 per household in high density urban neighborhoods.
 - ◆ Other pets are harder to calculate but will include significant number of rabbits, rodents, ferrets, reptiles (snakes, lizards and turtles), amphibians, fish and other species.
 - ◆ Zoological parks and wildlife sanctuaries may be present within local communities and should be considered in the planning process.
 - ◆ Livestock: Extension Educators (Agents) should be helpful in estimating the numbers of equids (horses, ponies, mules and donkeys), camelids (llamas, alpacas and vicunas), poultry, “backyard/non-commercial” livestock, and commercial livestock within your jurisdiction.

CONCEPT OF OPERATIONS

_____ Animal Response Team

- The _____ Animal Response Team (Team) is a network of community animal agencies, organizations, businesses and volunteers organized to assist the county/community/region in addressing animal issues during emergencies. The Team will assist the county through:
 - ◆ Planning assistance
 - ◆ Acquisition of equipment and supplies
 - ◆ Training
 - ◆ Participation in exercises
 - ◆ Community preparedness outreach
 - ◆ Response
 - ◆ Recovery
- _____ (e.g. County Animal Control) will serve as the lead agency in the development and supervision of the Team and serve as the primary contact for Team network resources by the local emergency operations center and incident command.
- The _____ Team will coordinate with other Animal Response Teams within the _____ Homeland Security Region and your state’s veterinary medicine authority concerning planning, training, outreach and resource mobilization.

APPENDIX F: ANIMAL ANNEX TEMPLATE

Command and management:

- Incident command: All animal response resources will be mobilized into the incident command system authorized for response to the event. Self deployment of unauthorized resources will not be allowed as part of this plan.
- Multi-agency Coordination: Community animal resources will be coordinated through the Team liaison to the county emergency operations center in accordance with this plan.

Communications:

- The County emergency operations center (EOC) will include a Team liaison when animal issues are a significant element of an emergency.
- The lead agency will coordinate with incident command, county agencies:
 - ◆ Appropriate radio communications as necessary with Team response groups during an incident.
 - ◆ Appropriate telephone, Internet, or direct communications with Team support groups (sheltering, etc.)
 - ◆ Team affiliated organizations will maintain appropriate contact with incident command and the county EOC through the lead agency
- Public information and warning pertaining to animal issues:
 - ◆ All incident information will be communicated to the public through the Joint Information Center (JIC) in coordination with both the Incident Command and County Emergency Operations Center
 - ◆ Individual organizations may communicate organizational information to the public directly (contact, mission, etc.), but information concerning public instructions, incident updates and public resource requests must be managed through the JIC.

Animal mission essential tasks:

1. *Rapid needs assessment:* _____
 - a. After an incident, animal care and production resources must be assessed for damage, including:
 - i. Veterinary hospitals
 - ii. Animal shelters
 - iii. Livestock production and market facilities
 - iv. Wildlife facilities
 - v. Feed, agricultural supply, kennel, retail and other support facilities
 - b. The Team network, with local Extension services acting as the lead entity, will develop and maintain a damage assessment team familiar with county animal infrastructure to assist the county EOC in obtaining damage assessments.
2. *Animal evacuation and transportation:* _____
 - a. Public transportation will allow service animals to be transported with their owners during an evacuation.

APPENDIX F: ANIMAL ANNEX TEMPLATE

- b. When possible, the dispatch for companion animal transport should be coordinated with dispatch for human transport in order for animals to be evacuated to the same locations as their owners.
- c. Animal transportation resources should be mobilized, provided identification and staged to an appropriate location to support the movement of companion animals and livestock.

3. *Animal sheltering:* _____

- a. Emergency shelters for citizens will provide sheltering services for service animals in the possession of disabled persons.
- b. The Team will identify potential animal sheltering locations, including:
 - i. Animal sheltering locations in proximity to human sheltering locations that will enable owners to help care for their own animals.
 - ii. Existing animal housing facilities that might be used during a disaster (animal shelters, kennels, veterinary hospitals, etc.)
 - iii. Additional facilities that might be used for sheltering livestock and companion animals (fairgrounds, warehouses, etc.)
- c. Team will acquire needed equipment and supplies for emergency animal sheltering and provide necessary training for Team personnel.

4. *Animal food and water:* _____

- a. Providing animal feed and water to pets, livestock and other animal populations sheltering in place in areas impacted by a disaster.

5. *Animal control/stray management:* _____

- a. Basic animal control functions should be maintained during disasters to the extent possible. Such functions include:
 - i. Responding to public reports related to stray animals or animal problems
 - ii. Animal bites
 - iii. Collection of stray animals

6. *Animal search and rescue:* _____

- a. Animal search and rescue (ASAR) must be coordinated with urban search and rescue teams (USAR) and law enforcement.
- b. Only qualified and credentialed Team personnel should be allowed to enter the disaster site to perform animal search and rescue operations
- c. Animal search and rescue personnel will need to support USAR efforts, allowing rescued people to evacuate their animals.
- d. Technical animal rescue (TAR) is defined as utilizing special equipment and techniques to extract animals (including livestock) from hazardous circumstances such as vehicular accidents, swift water, flood water, ice, collapsed buildings and other difficult situations. TAR teams should be fully trained and equipped. TAR teams may need to be mobilized from outside the community if no TAR trained personnel exist in the county

APPENDIX F: ANIMAL ANNEX TEMPLATE

7. *Wildlife management* _____
- a. Wildlife issues are under the statutory authority of the Division of Wildlife (DOW).
 - b. Local jurisdictional authorities and Team should coordinate with DOW on the management of wildlife issues during disasters.
 - c. If the community contains zoos, wildlife sanctuaries, wildlife exhibition facilities or wildlife rehabilitation facilities, those entities should coordinate with DOW and the Team on emergency issues
8. *Veterinary medical care and services will be needed for the following:*
- a. Care of injured or ill animals _____
 - b. Triage of animals recovered during animal search and rescue operations _____
 - c. Veterinary care and infection control programs at animal sheltering sites _____
 - d. Coordination with public health on zoonotic disease management _____
 - e. Animal disease management _____
9. *Animal decontamination capabilities:* _____
- a. Citizen decontamination is needed and companion animals accompany those citizens.
 - b. ASAR teams remove animals from a hazardous site
 - c. Animal disease management requires decontamination of animals prior to movement
10. *Animal disease management:* _____
- a. Animal disease management may include emergencies involving foreign animal disease (economically significant animal diseases not found in the USA) or zoonotic disease (infecting both people and animals).
 - b. Animal disease management may involve multiple authorities, including federal, state and local jurisdictions.
 - c. Sub-tasks within animal disease management include:
 - i. Clinical diagnosis and laboratory confirmation
 - ii. Quarantine/enforcement
 - iii. Surveillance
 - iv. Epidemiology (tracing back and forward)
 - v. Appraisal and government indemnity payments
 - vi. Mortality management
 - vii. Decontamination
 - viii. Movement permits and compliance agreements

APPENDIX F: ANIMAL ANNEX TEMPLATE

- ix. Bio-security and producer education
- x. Mental health support for citizens impacted emotionally and economically
- xi. Public outreach
- xii. Repopulation and recovery

11. *Animal mortality management:* _____

- a. Mortality management may include:
 - i. Euthanasia for injured or diseased animals or animals exposed to foreign animal diseases.
 - ii. Management of carcasses of dead animals secondary to disease or disaster

12. *Animal/owner reunion and recovery:* _____

- a. Identification and tracking systems for displaced animals
- b. Lost and found data management, including Web based information when needed
- c. Transportation of pets and livestock to their original locations
- d. Team participation in long-term recovery efforts and un-met needs committee

VOLUNTEER, RESOURCE AND DONATIONS MANAGEMENT PERTAINING TO ANIMAL RESPONSE

1. Volunteer Management

- a. The Team lead agency shall be responsible for developing a volunteer management system in cooperation with the County Emergency Manager. *(Note: in some counties, Teams have direct volunteer supervision roles and in other counties, the Team is a network of agencies and organizations and volunteers are affiliated with the participating organizations rather than with the lead agency.)*
- b. Mobilization: Team affiliated volunteers will be mobilized through a request to the Team lead agency through incident command or the _____ County EOC.
- c. Self-mobilization of volunteers without such a request will not be allowed.
- d. Section on workers compensation: The following issues should be discussed with the local emergency management agency and elected officials

2. Pre-credentialing and training standards

- a. These training standards will be applicable to:
 - i. Volunteers affiliated with Team directly
 - ii. Supervisory personnel from affiliated organizations that may be supervising Team volunteers during emergency situations.
 - iii. Volunteers that want to be available for mobilization to another jurisdiction through the Colorado Veterinary Medical Reserve Corps (COVMRC) and inter-jurisdictional mutual aid agreements.

APPENDIX F: ANIMAL ANNEX TEMPLATE

- b. Volunteers used by individual organizations for services provided normally by those organizations (e.g. regular volunteers for an animal shelter providing animal sheltering for that organization) are not subject to these training standards.
- c. Team basic training standards will include:
 - i. IS-100 Incident Command Systems
 - ii. IS-700 National Incident Management System
- d. Community Animal Response Introductory Training: A one-day awareness level training available through AEMP.
- e. Additional training recommended for supervisory personnel includes:
 - i. IS-10 and IS-11: FEMA Animal in Disaster independent study modules
 - ii. IS-111: Livestock in Disasters (FEMA Independent Study)
 - iii. IS-200: Incident Command System

3. Resource management

- a. The Team will compile a list and contact information for county animal and agricultural resources. This list will help provide information on available resources as well as an inventory of resources that need to be evaluated during damage assessment operations.
- b. Any animal or agricultural resources that can be typed using NIMS resource typing standards should be entered into the state contact database through the local emergency management agency.
- c. Additional resources that are not “typed” should be listed separately in a manner useful to the Team liaison at the local EOC.
- d. During emergencies, requests for additional resources should be routed through:
 - i. Incident command
 - ii. Local EOC
 - iii. AEMP

4. Donations management

- a. All requests for donations by the Team or Team affiliated organizations will be processed through the Donations Management Team at the county EOC
- b. All public information releases requesting donations should be routed through the Joint Information Center and coordinated with both the incident command and county EOC

APPENDIX F: ANIMAL ANNEX TEMPLATE

PREPAREDNESS

Public outreach

- Citizen preparedness
 - ◆ Citizen preparedness outreach activities for the county should include messages encouraging owners to include pets and livestock within their family emergency plan.
 - ◆ The Team should coordinate outreach actions with local emergency management, local chapters of the American Red Cross and messages from other voluntary organizations.
- Business contingency planning for animal and agricultural facilities
 - ◆ Team affiliated organizations that operate animal facilities will develop basic business emergency contingency plans for those facilities, including evacuation, shelter in place, and basic business continuity element
 - ◆ The Team should encourage all animal and agricultural facilities within the county to develop basic business emergency plans.
 - ◆ The Team should identify high risk facilities such as zoos, wildlife sanctuaries, research facilities with laboratories, large agricultural production operations, and large boarding facilities for pets/horses. Whenever possible, plans for such facilities should be coordinated with the County Animal Annex and such plans considered when doing a rapid needs assessment after an incident.

Training and exercises

1. The _____ Animal Response Team and affiliated organizations should provide periodic training for individual volunteers and organizations.
2. The _____ Animal Response Team will be asked by emergency management to participate in all appropriate emergency training and exercises.
3. The lead agency will work to ensure that Team representatives are present at all appropriate planning meetings and emergency exercises.

REVIEW AND MODIFICATION

This plan will be reviewed by emergency management and the team on an annual basis.

A number of organizations were instrumental in creating the opportunity for the development of this toolkit. The USDA-NIFA grant provided the authors the opportunity to review an existing “Toolkit” that had been developed by the Animal Emergency Management Program, under the auspices of the Colorado Veterinary Medical Foundation. Based upon the experiences offered by the grant and work with Extension Educators across Colorado, the authors made the decision, rather than just revise the existing material, to develop a new document. The new version includes webinars, and extensive additional materials related to the potential role and involvement of Extension Educators, as well as the processes involved in creating community based coalitions to organize and develop an Animal Annex to incorporate into each location’s Emergency Operations Plan as required by FEMA .

