National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP)

Emergency Animal Sheltering Best Practices

NASAAEP Sheltering Best Practices Working Group

September 2014

Authors and Contributors

Gail A'Brunzo
Animal Rescue Program Officer
IFAW – International Fund for Animal Welfare

Laura Bevan
Director, Southern Regional Office
The Humane Society of the United States

David M. Chico, VMD, MPH, DACVPM, Co-Chair Sheltering Best Practices Working Group (2011-)
New York State Department of Agriculture and Markets

Beth Gammie, Co-Chair Sheltering Best Practices Working Group (2012-)
Emergency Services Manager
RedRover

Emily M. Garman
Founder, TheSocialAnimal.com
Oklahoma City, OK

Lorna Lanham, DVM
PetsVet Animal Hospital
American Veterinary Medical Association
West Coast Veterinary Medical Assistance Team

Tim Manner
DHS-FEMA-Region X
Response Division - IMAT
Operations Section Chief

Kay Mayfield, Co-Chair Sheltering Best Practices Working Group (2009-2011)
Director – Texas State Animal Response Team

Ehren Melius
Senior shelter Manager
ASPCA

Melissa Radel
Animal Care Inspector – Minnesota USDA-
APHIS-Animal Care

Tracy Reis, Co-Chair Sheltering Best Practices Working Group (2009-2012)
National Director-Animal Emergency Services
American Humane Association

Jennifer Schmitz
Compliance Specialist
USDA-APHIS-Animal Care

Mark Tinsman
Mass Care/Emergency Assistance Branch
Recovery Division
Federal Emergency Management Agency (FEMA)

Diane P. Webber
Program Manager and Animal Welfare Consultant
Cedar Rapids Animal Care and Control
Cedar Rapids, IA

Joan Willoughby
Director of Operations Support and Resources,
Emergency Services Department,
The Humane Society of the United States

Table of Contents

Overview

The evacuation and sheltering of animals is critical component in any community's emergency response to natural and other disasters.

Although prior disasters had brought animal protection advocates into the response realm, it was the 2005 hurricane season (Katrina, Rita, Wilma) that brought the needs of families with animals to the nation's attention, capturing via media the intense dilemma of families not allowed to evacuate with their animals. That awareness has brought about dramatic and robust changes, including the passage of the Pets Evacuation and Transportation Standards (PETS) Act in 2006 (see Appendix 1); incorporation of enhanced animal disaster response planning and response at the Federal Emergency Management Agency (FEMA) and the U.S. Department of Agriculture (USDA); the inception and growth of the National Animal Rescue and Sheltering Coalition (NARSC) and other national nonprofit resources; and planning and execution of disaster animal evacuation and sheltering activities at many state and local emergency management levels. Countless animals – and the people who love them – have been saved as a result of these enhanced capabilities.

Recognizing that people will often choose to remain with their pets even when facing mandatory evacuation orders, the Federal government, members of the Best Practices Working Group, and many others have worked with communities and states around the country to ensure that they have appropriate planning guidance and response resources to meet the needs of animals in crisis. This Best Practices document was developed to help communities integrate animal sheltering into their emergency planning.

Every community's needs and resources will be unique, but there are many similarities among communities that will allow for "best practices" of one community to be used by another. Emergency planners and others who view this document are encouraged to use what works for their own community and adapt whatever is necessary to fit their particular situation.

Emergency Animal Shelters

Animal professionals and animal protection advocates have an important role to play in the disaster preparedness and response activities in their communities regarding animals. Working under the direction of emergency management officials as part of an integrated system, they may be asked to prepare their communities for, or respond to, disasters that affect animals. Part of the task may be to plan for, and operate, an emergency animal shelter.

The planning for emergency animal sheltering should always be integrated into the larger community disaster planning matrix. Authorization to open and operate an emergency animal shelter must be drawn from the community's emergency response management entity.   All activities regarding the shelter must be carried out under the appropriate jurisdiction, and integrated with other planning and response agencies. Recognizing this, and working within the emergency management system, is crucial to the success of the emergency animal sheltering process.

The members of the NASAAEP Sheltering Best Practices Working Group have drafted the following document as a resource and guide to those who have been tasked with this responsibility. We have drawn from extensive existing sources, as well as a wealth of experience in animal disaster response by members of the Working Group and our peers.   It is a working document, open to revision or addition as experience and expertise dictate.   We have included all aspects of emergency animal sheltering from

the planning stages through activation and setting up the shelter, to the daily needs of animals and their caretakers, to communications with emergency management and the larger community, to the demobilization of the facility and resources, to long-term recovery needs, and include lessons to be learned from experiencing each of these stages.

In addition to the material in the body of the draft, we have included links to other resources and appended a number of reference works, examples, forms, documents, and other materials that supplement and delve more deeply into areas within the draft. We have also included links to training and funding opportunities for those who would like to pursue these areas.

We anticipate that this document will continue to be reviewed and updated as new information, technology, lessons learned, or other useful data is gleaned.

If you or your community has additional information or resources that you have found useful in your emergency animal sheltering planning or operations, we invite you to share it with NASAAEP so that they might be included in future updates.

Finally, we encourage you to use this document! In addition to federal partners, any local and state animal emergency response agencies and individuals who have been through disasters have put together documentation of their experiences and models to be used by others. We have included much of that information here, as well as ways to access some excellent plans developed for other communities. We encourage you to look at these plans and use what you can, and to seek out others if you don't find that these relate to your specific circumstances.

Remember – no one needs to reinvent the wheel! Learn from those community and state planners and responders who have already faced the challenge and have shared their experiences. We applaud their work and thank them for sharing it.

The following areas are addressed in this document:

1. Forming a planning committee

2. Developing a written plan

3. Identifying and collaborating with partner organizations and businesses

4. Assessing the types of most likely, and potential, emergencies

5. Estimating the community's animal population

6. Defining an operational structure and forming teams

7. Training and exercises

8. Planning for animal evacuation

9. Considering the type(s) of animal shelter needed

10. When to open the shelter: pre-event or post-event?

11. What types of animals can you shelter?

12. Shelter set-up and creating a site plan

13. Understanding the legal issues involved in animal sheltering

14. Understanding the financial aspects of shelter setup and operations

15. Setting up a shelter management structure, policies, and procedures

16. Activating and mobilizing the plan

17. Formulating and sharing job descriptions

18. Addressing human resource needs and issues

19. Formulating and sharing volunteer policies and procedures

20. Just in Time (JITT) training for new volunteers

21. Setting up safety and security policies

22. Psychological first aid: secondary trauma and counseling services

23. Determining needs and acquiring resources

24. Soliciting and managing donations

25. Setting up administrative and financial systems

26. Determining internal and external communications policy and roles (including social media)

27. Setting up intake/triage systems and protocols

28. Setting up decontamination protocols

29. Sanitation

30. Tracking animals

31. Providing veterinary care

32. Meeting the needs of the animals

33. Ongoing logistics

34. Routine schedules for animal care and human health

35. Emergency planning within an emergency

36. Reuniting animals displaced from their families

37. Planning for closing the shelter

38. Working towards long-term recovery

39. Lessons learned and updating of the plan

1   Forming a planning committee

Just as "it takes a village to raise a child," planning for an emergency animal shelter should also be an inclusive process, bringing in all stakeholders and essential skills – and also some that may not be immediately obvious but could be key to recognizing potential problems and finding solutions. Establishment of a motivated planning committee under strong leadership can bring about an effective and creative plan for animal sheltering in emergencies.

Below are some considerations for forming a planning committee:

Include representatives from the authorizing agency for animal disaster-related issues (in many communities this is Animal Control or the County Sheriff).   If they are unable to participate fully, make sure they are kept informed of the planning committee's activities and actions and are aware of the assets that you bring to their mandate for public safety and security.

- Include as many animal-related organizations within your community as possible. Being involved in the planning process helps organizations "own" the plan and want to participate. Consider including:

  - Emergency Management

  - Community Animal Response Team (CART)

  - Animal Services/Animal Control

  - Representatives of local American Red Cross (ARC) chapter

  - Local humane society/SPCA

  - Local rescue groups

  - Reputable breeders

  - Breed rescue groups

  - Veterinarians and veterinary technicians

  - Law enforcement/fire department

  - County extension services

  - Health department

  - HAM radio operators

  - University agriculture or veterinary departments

  - Wildlife rehabilitators

  - Farriers

  - Pet supply stores (companion animal and agricultural)

  - Animal/Kennel clubs

  - Boarding stables/kennels

- Commercial agricultural industry if in community

- Dog/horse tracks if in community

- Livestock associations

- Fairgrounds

- Zoos/wildlife parks

- Social service agencies (Meals on Wheels, etc.)

- Think "outside the box" when choosing participants. Include not only individuals and organizations with direct animal-welfare experience and expertise (as those listed above), but also those who can help with legal issues; administration and record-keeping; transportation; sanitation; and many other areas that touch upon emergency animal sheltering (see "Tips" below for some examples).

- Have a strong leadership team, open to input from all team members yet able to clearly set and maintain the focus and goals of the committee.

- Keep momentum going. You could assign particular tasks to subcommittees which would then report to the whole committee. You could also plan trainings for the whole committee, or work with emergency management, fire, or other officials in your community on tabletop exercises or simulations. Consider regular meetings and bring in specialists to discuss possible needs (for example, fire training; care of pocket pets; volunteer management).

Tips:

- Having a commercial real-estate agent on your committee may help you locate an appropriate and available facility quickly.

- A representative of your local Fair Board can also help. Fairgrounds are often used for emergency animal shelters and provide an excellent resource if available.

- Often social-service agencies can help your committee gain knowledge of special-needs individuals and families with pets. Be aware of, and respect, the privacy requirements of these agencies.

- Encourage discussion and participation but also keep focus on your goal and maintain momentum towards creation of the emergency shelter plan.

- Publicize the work that you are doing to ensure the community is aware of the efforts being made on their behalf and the resources available to them during disasters.

2 Developing a written plan

A written plan for emergency animal sheltering, incorporated into the more comprehensive emergency response plan for your community, will not only help families with animals but will also allow your community to be in compliance with the PETS Act (see Appendix 1).

Discussions of the plan will help you work through questions of authority, resources, responsibilities, capabilities and other areas that are involved in emergency animal sheltering. It will help you define roles and identify unmet needs.

The plan should be clear and concise and should recognize the role of the shelter within the larger Incident Command System (ICS) structure of the response. Like the ICS system, the plan should be scalable–with parts able to be activated independently, based on the scope and severity of the disaster and the animal needs identified.

In determining the plan, you must consider how long the shelter should, or will have to, remain operational. Although the actual length of operation will probably vary from your initial projections, assessing your capabilities and taking into consideration the health and welfare of animals in confinement should be factored into decisions about how long the shelter can, or should, be maintained. For emergency shelter operations that include confining animals for more than a few days, more robust housing and enrichment should be integrated into the plan to avoid health and stress problems (see Section 32, Meeting the Needs of the Animals). Part of the plan should also include post-shelter options (see Section 37, Closing Down the Shelter, for a further discussion of this element).

All relevant stakeholders should have input into the plan and sign off on it, so that they are aware of their roles and responsibilities when the plan is activated. It should be a living document so that it can be modified and updated as personnel and other resources change or different potential disasters are considered.

Considerations:

- Define the area/population you will be serving – local, county, state, region (see section 5).

- Identify high risk areas in your community.

- Identify stakeholders – ask them to participate in the planning process.

- Determine who's in charge–who has jurisdictional authority over animal welfare; who has knowledge of animal handling, health and other issues.

- Know the laws–Federal, State and Local–that will govern what you can do.

- Define your mission, goals, and function.

- Assess the probable duration of the emergency shelter operation and plan accordingly.

- Build in contingencies based on types of animals to be sheltered; health and safety considerations; and length of confinement/animal welfare.

- Include demobilization options in your plan.

- Build in redundancies – in operations, personnel and resources. No one person, one facility or one source for supplies is indispensable.

- Specify your policies and procedures

    - Command structure

    - Job descriptions

    - Operations–opening, closing, daily care

    - Handbook for volunteers (and staff)

    - Safety and security

    - Responsibilities of animal owners

Tips:

- Learn from others who have developed their plans. Check with surrounding jurisdictions or with your state emergency management agency to see if there are existing plans that include your community or can be adapted to your community. (see appendix #2).

- Customize the plan to meet the needs of your community and the capabilities of your responding organization(s). Every community faces a unique set of circumstances – the location and topography, population density and economic status, the risk of natural or man-made disasters, etc. Using plans and suggestions from other communities with similar characteristics, build a plan that you feel will work for you.
- Build in resilient options: Plan B, Plan C, etc. Don't rely on one immutable plan, as conditions and resources may be unpredictable.

- Your plan should include the entire process, from initial deployment, to returning the last animal to the owner or finding a new permanent home, to cleanup and demobilization of your personnel.

- Social media have come to occupy a critical role in disaster response, including emergency animal sheltering. See Appendix 11 for a full discussion of ways to maximize its use and minimize adverse effects of these means of communication.

- Practice the plans, at least in a tabletop exercise, before disaster strikes. Work out any kinks. Likewise, after a disaster, revisit the plan to see what worked and what need improvement.

3   Identifying and collaborating with partner organizations and businesses

Disasters have been around as long as mankind has, and many local and federal organizations have expertise in disaster response.   National groups such as the American Red Cross, Salvation Army, state and local emergency management, FEMA, and many faith-based groups have worked in disaster planning and response for decades, amassing a wealth of information and experience. Working with people and organizations, they have identified and found workable solutions–or at least manageable options–to many of the challenges that usually accompany disaster response.

Additionally, there are local and regional organizations and businesses within each community whose resources (personnel, equipment, skills, etc**.**) can be helpful to you in establishing your emergency animal shelter. Identifying these resources, and building working relationships before disaster strikes, can be extremely beneficial to your efforts. If a disaster is localized and does not rise to the level of a Presidential declaration, these partnerships will become particularly critical to your success.

Some communities have faced disasters more than others (Florida and the Gulf Coast and hurricanes; California and earthquakes and wildfires). Those states and communities will be more likely to have a robust "disaster infrastructure" of ongoing partnerships with local business, non-profits religious groups and others who have an interest in disaster preparedness and response.

In a Federally-declared disaster, daily calls hosted by FEMA and/or the National Voluntary Organizations Active in Disaster work to coordinate the operations of all government and non-governmental organizations operating in the disaster. The calls serve both as a communications link and as an opportunity to identify and meet any unmet needs.   This collaboration and cooperation is also evident at the state level, where State VOADs work with FEMA VALs (Voluntary Agency Liaisons) for the same purposes. Through public-private partnerships, many businesses are also being included in preparedness and response discussions and activities.

For an emergency animal shelter, one of the most productive cooperative relationships is most often built with the organization running the human evacuation shelter.   In many communities, this is the American Red Cross. In others, the shelter may be hosted by a local Baptist Convention or other faith-based group. Whatever organization is operating the human shelter in your community, it is critical to coordinate the animal shelter planning and operation with them. This will allow you to maximize the ability of the families to help with, and interact with, the animals in the shelter. Even if the animal shelter must be located in an area where families are challenged to help, the coordination and continued communication between the human and animal shelters can help maintain animal health and owner peace of mind.

Additional partnerships on warehousing (Adventists), feeding volunteers (ARC, Baptists, etc**.**), transport (American Logistics Aid Network – ALAN) and others will make your operation more effective. Seek out your local chapter of the Voluntary Organizations Active in Disaster (VOAD). If you are unable to locate them easily, go to www.nvoad.org and find your state's VOAD site.

In your planning process, try to identify how those organizations, businesses and individuals can contribute to your effort, and include them as you build your capabilities. You may bring the animal-related experience, but they may bring building materials; or the ability to drive a fork-lift; or food or housing for your volunteers, or accounting skills to help you keep track of money and animals.

Considerations:

- Build relationships with other groups in disaster-free times, not during a disaster.   It doesn't help to introduce yourself for the first time in an EOC.

- Include local businesses (even local affiliates of large "box" stores) in discussions and planning. Their employees often volunteer in communities, and they may have capabilities to donate or lend resources you will need.

- Research and understand the expertise that other organizations bring to the disaster response. Respect what they bring to the response.

- Determine your staffing needs – not just animal care, but the broad spectrum of things to get your shelter going and keep it running.

- Identify partners that can best meet these needs with technical expertise, location, staffing numbers, and other resources. Build relationships with the organizations and their representatives well before any disaster hits.

- Establish a written MOU/ MOA/ LOA, including:

    - Purpose and Authority

    - Objective, Goals, Definitions

    - Agreement

    - Logistics (specifics about who agrees to do what when and how)

    - Other issues: Confidentiality, Ownership of Information and Resources, Assumption of Risk, Dispute Resolution, Duration of Agreement

- Train as a team.

Tips:

- Check whether your community has a Volunteer Center or Hands-On Network affiliate. They can be extremely helpful in channeling spontaneous unaffiliated volunteers to organizations that need them.

- Coordination and communication with the human sheltering entity can make a huge difference in the efficiency and efficacy of your operation. In addition to having partner-to-partner communications, create ways for individuals and families to check on their animals if they cannot help in their care (e.g. designated email; Facebook; Skype; runner between shelters).

- Partner organizations (especially businesses) should be recognized for their contributions.

- Encourage those with whom you work to patronize them to thank them for participating.

- Some communities have active fraternal organizations (Elks, etc.). Try to get them involved

- Look to local community colleges or universities – especially those that have animal-related courses or degrees – for partners. Instructors, administrators and students may be eager to help.

- Walk the Walk and Talk the Talk: Know the ICS structure and how every organization plays a part. Recognize and appreciate how each puzzle piece fits in the whole of response.

- Respect what each individual, business, and organization brings to the table.

- You may be able to help them even more than they help you. For example, can you give emergency shelter to the animals of first responders' families who have to evacuate?

4   Assessing the types of likely and potential emergencies

Some areas and communities are lucky and experience few natural and man-made disasters. Others, such as Florida and California, experience more than the average number and variety of disasters. Determining the most likely disasters to occur in your community will help you to strategize and put together a likely scenario and plan to meet the needs of people and animals.

In addition to the likely disasters in your own community, also consider whether you might be a "host" community – that is, a community on an evacuation route from a large metropolitan area or on a strategic route away from a coastal zone during hurricane season. In those cases, your community could become "host" to large numbers of evacuees from another area, and would need to absorb the evacuating people and animals into your community for a short time.

Considerations:

- What natural disasters have occurred recently in your area?

- What natural disasters have occurred historically in your area?

- Are there scientific or other findings to indicate a strong possibility of a natural disaster in your area? (Prolonged drought raising the risk of wildfires; predictions of a major quake along the New Madrid fault line; severe flooding upriver from your community, etc., are some of the potential disasters that have been studied).

- Are you in a community that has been, or might be, the target of terrorist activity that would trigger an emergency evacuation? Are you near another, larger community that might be likely to suffer a natural or man-made disaster and would be likely to evacuate to your community? Answers to these and similar questions may help determine the duration of sheltering, the type of shelter you would like to set up, the location and size of the anticipated shelter, and what resources will be needed.

- Localized vs. extensive area impacted – how large an area is impacted will determine how far people must evacuate to be safe.

- The amount of time before a disaster hits (slow onset vs. fast onset) will impact what people may bring when they evacuate and whether they are able to evacuate with their animals.

- The extent of damage done to a community's infrastructure and service base (power, roads, water, hospitals) will factor in to how long the shelter must operate and what supporting structures will, and will not, be available to you.

- Location of event: Does it affect a major metropolitan area, an urban center, a rural community? An area dense in production of commodities (such as oil wells)? The answer may be a factor in the types and numbers of animals affected.

- Type of event will determine:

  - Whether evacuation is pre-event or post-event (e.g., hurricane vs. tornado)

  - Whether evacuation is planned or unplanned (e.g., wildfire vs. house fire)

- Whether animal or human health issues are a major concern (e.g., disease outbreak, nuclear disaster, chemical spill)

Tips:

- Your local Emergency Management Agency is the best source of all this information. Talk to them about what is most likely to happen and what the needs will be.

- The National Weather Service and U.S. Geological Survey can supply historical data on storms, earthquakes and other natural phenomena that may have occurred in your region.

5 Estimating your community's animal population

Estimating the number of animals in your community can be a challenge. In the "Tips" section we will include suggestions for some sources for information about all animals – including agricultural animals – within your community. For our purposes, however, we are assuming you will be responsible for sheltering companion animals (dogs, cats, rabbits, "pocket pets" and other household pets) and that other organizations or resources, suitable to the task, will have responsibility for animals outside the household pets range.

When you are trying to determine how many companion animals will need your assistance in a public animal shelter, begin with the assumption that only a percentage of the human population relies on emergency evacuation shelters. The majority will be able to shelter without assistance, either with family or friends, or at a hotel or campsite that accepts pets. It is generally accepted that you will need to plan for about 10% of your community's companion animals in an emergency animal shelter.

Many of these pets will be evacuated by their families. However, you must also assume that a percentage of the population will evacuate without pets, will be unable to reach their pets to take them to safety, or will be separated from their pets by the disaster itself, creating a potential need for animal rescue or evacuation, and adding to the numbers of animals needing emergency shelters.

Considerations:

Determine human population and number of households:

- U. S. Census Bureau, Population Finder, http://www.census.gov/

- Public Records http://publicrecords.onlinesearches.com/

Determine pet and horse ownership statistics:

- American Veterinary Medical Association

  http://www.avma.org/reference/marketstats/ownership.asp

- National Council on Pet Population Study and Policy http://www.petpopulation.org/faq.html

  Estimate livestock numbers for the area:

- USDA National Agriculture Statistics Service http://www.agcensus.usda.gov/

Assess demographic data:

- Household income

- Transportation assets

- Age ranges of population

- Cultural factors

Calculate the pet population for the area:

- Using human population and animal statistics, calculate pet population for the area. There are many formulas for calculating pet populations, none of which give conclusive, accurate numbers of animals. Use the formulas in the following Web sites for estimates only:

  http://www.avma.org/reference/marketstats/ownership.asp http://www.petfinder.com/for-shelters/estimation-dogs-cats-nyc-long.html

- Consult Area Red Cross/ State Sheltering Agency for human sheltering statistics:

  - This will give an idea of what percentage of the population relies on emergency evacuation shelters.

  - This number usually averages at about 10% of the population, but varies with demographics.

  - Using area pet population and livestock population, and human sheltering estimates, estimate the number of animals that potentially need sheltering.

  - The estimate should be increased in areas with older population, lower income population, and areas with less private transportation.

  - On the other hand, historically the numbers of animals needing public shelters have seemed to decrease in affluent communities and rural areas with a cultural history of self-sufficiency.

6 Defining an operational structure and forming teams

Work is underway at the federal level to standardize job descriptions for emergency animal shelter teams, including qualifications and training requirements. In the meantime, we have found that using a basic Incident Command System (ICS) approach works best.

ICS is a standard, organized, common sense approach to management. It ensures the safety of staff and volunteers, the achievement of goals and objectives, and the efficient use of your available resources. An emergency animal shelter can be easily organized and operated following the basics of the ICS:

```
                        ┌─────────────────────┐
                        │  Animal Response    │
                        │  Branch Director     │
                        └─────────────────────┘
         ┌──────────────────┐   │   ┌──────────────────┐
         │ Animal           │   │   │ Animal           │
         │ Response         │───┤───│ Response         │
         │ PIO              │   │   │ Safety Officer   │
         └──────────────────┘   │   └──────────────────┘
         ┌──────────────────┐   │
         │ Animal           │   │
         │ Response         │───┤
         │ Liaison          │   │
         └──────────────────┘   │
   ┌──────────┬──────────┬──────────┬──────────┐
┌────────┐ ┌────────┐ ┌────────┐ ┌────────┐
│ Animal │ │ Animal │ │ Animal │ │ Animal │
│Response│ │Response│ │Response│ │Response│
│Finance │ │Logistics│ │Operations│ │Planning│
└────────┘ └────────┘ └────────┘ └────────┘
```

| Field | Shelter | Vet | Transport | Other A.R. Needs |
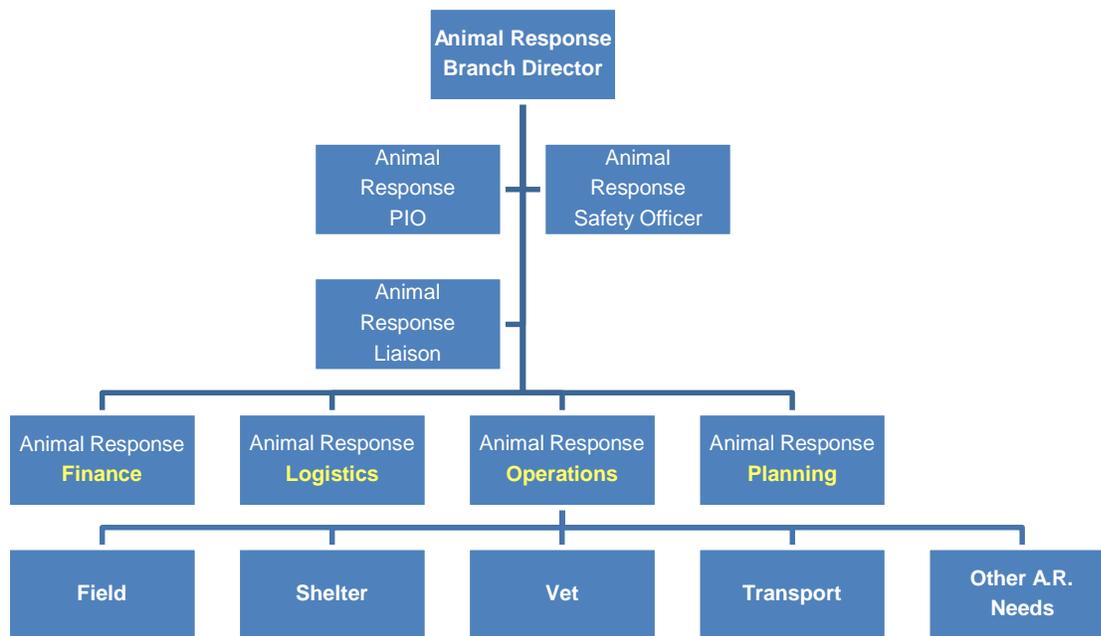
The above chart can be modified as needed and, depending on the scope of the disaster response and the needed emergency animal shelter, two or more positions may be held by the same individual.

Following the ICS, the emergency sheltering operation would fall under the direction of the Operations Section Chief. This position manages the entire shelter, large or small, whatever the species. "Barn" leaders, or people in charge of specific species, or other sections within the emergency shelter would fall under the direction of the Operations Section Chief and supervise staff and volunteers who are assigned to their specific areas.

Everyone in your animal disaster response should have a working knowledge of the ICS and understand how it works. Those tasked with management roles should have training beyond the IS 100 and IS 200 levels (see Section 7).

The ICS chart can be copied and used for each shift. Write or type in the names of those who are taking on each role for each shift, and post it wherever needed so that all participants know who the shift command and management personnel are.

7   Training and exercises

FEMA and many states now require that disaster responders have at least a minimum knowledge of the ICS. The required classes are IS 100-a and IS 200-a. They are available online at http://training.fema.gov/IS/crslist.asp

Managers in a disaster response would benefit from additional ICS training (IS 300 and 400). These trainings are done on-site and are generally given over several days.   Check with local emergency management or fire officials to see if you can take these courses locally. Additionally, specific online and onsite courses are available through FEMA for specific functions (e.g., Logistics, Command, PIO). These courses are very helpful in understanding the responsibilities of the positions. These courses are also available at the link above.

Cross-training for emergency animal sheltering is an important element to ensure resilience and depth of capabilities. Never assume that having one person trained to do a function will be enough. What if that one person is unavailable, or moves away from your community? Building depth of training and experience will strengthen your operation.

Training together as a team also builds interpersonal trust and camaraderie.

Considerations:

- The more people are trained to do multiple tasks, the greater your chances of having a robust, fully functional team.

- If only one individual is trained in a particular task, and they are unavailable to assist in the disaster, it presents a challenge that may impact your ability to carry out your mission.

- Train in areas outside direct animal care: HazMat; search and rescue; introductory fire behavior and safety; human first aid; psychological first aid; logistics management; equipment handling; etc.

- If you plan to volunteer with a national animal disaster group, check to see what training they require and try to get that training.

- Testing your plan through tabletops or other exercises will help you to identify possible shortfalls in your plan and allow for updates that will help strengthen the plan for real-time use.

Tips:

- FEMA offers many online courses in specialized areas – working with volunteers; working with non-profit groups; logistics management; etc. Check into taking these free, self-paced online trainings.

- A number of national animal organizations offer onsite disaster response training, including American Humane Association (AHA); Noah's Wish and Red Rover (formerly United Animal Nations Emergency Animal Response System). These trainings can be accessed through their websites, and offer communities training that can be used locally or on their national teams of animal disaster volunteers.

- The CERT program (Community Emergency Response Team), created and operated under the National Citizens Corps Council, has recently added two modules on Animal Response.   They can be found at the following link: http://www.citizencorps.gov/cert/training_mat.shtm#animal

- Contact your local fire department or Emergency Management to see if there are any trainings they are giving that you could take.

- Most national animal disaster response groups require training. Make sure you know the requirements and meet them before asking to participate as a member of these groups.

- Make training an onsite group activity when you can. It builds trust and capabilities among participants.

8 Planning for animal evacuation

If the disaster is a slow-onset event (for example, a hurricane or a slow-moving wildfire or river flood), you will want to have a plan in place for the orderly evacuation of families with animals prior to the actual occurrence. A majority of families and individuals will have the resources to move out of the danger area and shelter with friends, family, or pet-friendly hotels or boarding kennels. However, there will always be some in the community who are unable, or unwilling, to leave the danger zone on their own, or once evacuated, have nowhere to go.

In a fast-onset event (tornado, flash flood, earthquake) the evacuation will be from an impacted area and is likely to be much more chaotic and hard to manage. Infrastructure (roads, traffic lights, police, fire, hospitals, etc.) may be damaged or destroyed.   More people may need assistance leaving the area or finding shelter.

Your planning should imagine both these scenarios and develop plans to respond to each of them.

Considerations:

- Plan consistent, strong messaging to the public to take their animals with them if they evacuate. "If it's too dangerous for you, it's too dangerous for them." This is appropriate whether they are leaving an oncoming storm or fleeing the devastation of a tornado-ravaged area.   Ensure that appropriate officials include this messaging in any public announcements.

- Create a social media plan for evacuations as well as sheltering. See Appendix 11 for how to set up and use social media (Facebook, Twitter, websites, etc.).

- Make sure families with animals have a "Go Kit", to include the pet's food, water, medications, litter box and litter (for cats), medical records (especially rabies certificate), crate and/or leash, bowls, poop bags, comfort blankets or toys, photos of the animals, and anything else the animal needs.

- Consider special-needs evacuation plans for that portion of the community who, because of economic, social, or other factors, is unable to evacuate with their animals. Have extras of all items available for those who were unable (or unwilling) to provide them.

- It is best to link the human evacuation with the animal evacuation to maximize the opportunities to keep them together or reunite them at the close of the event.

- The Louisiana State Animal Response Team (LSART) has a comprehensive plan for staging, transport and emergency sheltering for animals prior to a slow-onset, large-impact hurricane or similar event. The plan can be found at: http://www.lsart.org/planning-resources.pml

    - See the report of the NASAAEP Best Practices Working Group on Evacuation and Transportation at http://nasaaep.org/

Tips:

- Be flexible and resilient. Make sure you have not only a primary plan, but also "Plan B", "Plan C", and so on to adapt to changes and conditions you may not have anticipated in your initial planning.

- For planning purposes, you should assume that you will need to provide emergency animal sheltering – at least on a temporary basis – for approximately 10% of the animals who are evacuated with their families from a disaster zone.

9 Considering the type(s) of animal shelter needed

Many factors will go into your decision of what type of animal shelter is needed, including how many animals are in need of shelter, what resources (and trained personnel) you have available, whether a facility is available to allow people and pets to stay together, and so on.

Among the most common types of emergency animal shelters are:

- Co-located or people and animals housed together. In this type of shelter, animals are sheltered with, or near, their families. The owners bear primary responsibility for caring for the animal(s). Staff would have an oversight responsibility but would only take over the care if the owner is unable to. Owners are responsible to crate or confine their animals.

- Located near each other. In this type of shelter, people may be housed in one facility and the animals either in another part of the facility or a nearby facility. Owners would have access to their animals (Ideally you would set up a schedule) and could care for them.   However, staff needs would be somewhat greater, as monitoring the animals' health and condition would fall more on staff and volunteers than on the owners. Depending on the distance between the people and their animals and available transportation, this type of shelter could mean quite a bit more work on the part of the sheltering organization.

- Open shelter. In this type of shelter, not all animals will be "owned." It could include rescued animals, owner give-ups, dislocated shelter animals, strays, and others. Primary responsibility for the animals' care will fall on your staff and volunteers. Usually this type of shelter will require more space, as it may be necessary to isolate or quarantine animals based on their initial intake exam. It will be labor-intensive and require significantly more staff than co-located or near-each-other shelter arrangements.

- Although not within the specific mandate of this Best Practice Working Group, we remind those who are considering emergency animal sheltering that they might need to arrange for large animal (equine, farm animals, etc.) shelter. Plans should include partnerships with appropriate officials (state veterinarian, local animal control, farmers' organizations, etc.) who would have primary responsibility for sheltering and caring for large animals.

Considerations:

- What type of shelter you decide to run will depend on the type of disaster, the resources you have available, and the population affected.

- American Red Cross shelters will not allow animals other than service animals, but they often will work with groups to coordinate a nearby animal shelter.

- Co-located/co-habitation (owner care) vs. non-co-located will determine staffing numbers and types.

- Benefits of co-located/co-habitation sheltering:

    - Psychological health (survivors)

    - Pets stay with owner – no RTO (Return To Owner process) necessary

    - Staffing savings (owner cares for pets)

- Self-evacuator vs. state-transported will affect timing for opening and closing (and will affect intake time)

- Owned animals vs. rescued will affect ability to identify animals, health issues, reunification.

- Household pets only, equine, or mixed population will determine the type of shelter structure, staffing needs, and supplies needed.

- Examples of possible emergency animal shelter facilities:

    - Fairgrounds

    - School gymnasiums or hallways

    - Dog training centers

    - Pet daycare centers

    - Animal hospitals

    - Boarding facilities

    - Airplane hangars

    - Church basements

Tips:

- Work with your local chapter of the American Red Cross (ARC) or whichever group is responsible for setting up the human shelter, to investigate where their shelter is expected to be set up, then find a location nearby for the animal shelter.

- In your public messaging about evacuation, be sure to ask owners to bring medical records (especially rabies vaccination records) and current medications for their animals. If they are cohabitating in the shelter, they should also bring a crate, bowls, food and other items to make the animal comfortable. If they will be separated from the animals, ask them to bring a photo of themselves with the animal(s), as well as microchip or other identifying information.

- The most common type of emergency animal shelter is the one located close to the human shelter.

- Have wristbands for owners – each animal in the shelter should be given a unique ID, which will be placed on their paperwork, collar and crate. Also put this number on the owner's wrist-band to verify ownership when they are removing the animal for walks or relocation. Multiple animals = multiple wristbands**.**

<u>10</u> <u>When to open the shelter: pre-event or post-event?</u>

In the event of a fast-onset disaster (tornado, earthquake, flash flood, fast-moving wildfire), the emergency animal shelter would be set up after the disaster has struck the community. However, in the event of a slow-onset disaster where accurate predictions can be made and a reasonable time-frame established for orderly evacuation of the affected area, an animal shelter may be designated and opened prior to the disaster occurring. In this case, the shelter would be located outside the anticipated disaster zone, in a safe and accessible location well-advertised to the public.

(See LSART plans as an example.)

Considerations:

In case of an approaching hurricane, or some other major emergency event affecting a community, the County Department of Emergency Management will convene with other government bodies to discuss recommendations for a particular course of action to the Board of County Commissioners (or whatever authority has jurisdiction). The agency with authority will then recommend a proper course of action which may include various levels of evacuation. Consider integrating the animal component into this decision-making process at its earliest stage – the more advance notice, the longer lead time is available to prepare. (See Appendix #3, Time Line Example)

- Each shelter site should have a Shelter Operations Plan tailored to fit for both fast and slow-onset disasters, which includes animal capacity. If a fast-onset event occurs, activation of a post- event shelter can then be implemented quickly and efficiently.

- A member of the Sheltering Team can take on multiple assignments or roles as long as all assigned tasks can be performed effectively by the team member before and during an event. For example, more staff will be necessary for intake duties initially, and then shifted to sheltering duties.

Tips:

- Consideration should be given to activating the animal emergency plan whenever your area's congregate care plan is implemented for emergencies. Red Cross and Salvation Army are examples of congregate care providers.

- There is often a heavy influx of evacuees into shelters in the first several hours of an emergency. Shelter populations will stabilize or decrease as evacuees make other accommodations and take their animals with them.

- While admitting animals, all shelter doors should be locked except those directly into the registration area so that evacuees with their animals are funneled into the appropriate area and the chances of animal escape is minimized.

- On average, approximately 90% of evacuees will make other accommodations (e.g., staying at hotels or with family and friends) rather than staying at a shelter. However, the actual percentage can vary widely depending on the specific nature of the emergency and the community. Be prepared for more animals than you anticipated.

11 What types of animals can you shelter?

Most emergency animal shelters for disaster situations are set up to accommodate common household pets – dogs, cats, birds, pocket pets, and perhaps some reptiles (such as lizards, iguanas, etc.) – or equines such as horses, donkeys and mules. However, depending on the type of animals in the affected community, evacuated animals may include non-traditional species, livestock and/or exotics.

Your capability to house and care for these non-traditional species will probably be limited, depending on:

- The experience and expertise of your veterinarians, staff, and volunteers

- Legal considerations

- The facility design and construction

- Your resources and capabilities to provide appropriate environmental and housing needs

- Health and/or safety concerns for humans and other animals

Considerations:

- Safety for the humans and all other species must be a paramount concern.

- Only agree to shelter species for which you have experience and expertise, as well as adequate space and resources.

- Wildlife should not be housed in an emergency shelter. Uninjured wildlife should be left alone; injured wildlife should be referred to a licensed rehabilitator. Federally-protected wildlife must be reported and referred immediately to appropriate authorities.

- Livestock requires large enclosed areas and should be sheltered at a suitable facility (fairgrounds, barns, etc.)

- In most cases, exotics will need to be housed elsewhere and cared for by experienced handlers.

- Be sure that public messaging is clear on what animals can, and cannot, be brought to your shelter. If large or exotic shelters have been set up, ensure that messaging includes these options to the public.

Tips:

- Establish relationships and partnerships with organizations (wildlife rehabilitators and rescues, species or breed-specific rescue groups, zoos, etc.) that may be able to shelter and care for animals outside your capabilities.

- Some non-traditional breeds carry zoonotic diseases (for instance, reptiles shed salmonella).

- Carefully consider whether it is appropriate to include them in your emergency shelter, even if you have the wherewithal to do so. If you do, ensure that they are appropriately housed well away from other species, and that your staff and volunteers follow strict protocols on wearing PPE, cleaning and hand-washing to minimize the risk of contagion.

12 Shelter set-up and creating a site plan

The mechanics of actually setting up (and breaking down) the shelter should be developed and practiced in advance. Practicing will not only give you a good idea how long it might take, but will also give you opportunities to learn to set up more efficiently and discover what you may be lacking in supplies, equipment or training.

A site plan identifies the building layout; where different areas of the shelter are located; entrances and exits, roads, parking, storage and other areas of the shelter site. It also identifies where fire extinguishers, utility shut-off valves, and other safety systems can be found. A site plan is sometimes required by the EOC (ICS form 208) and posting of the site plan within the shelter for staff to reference is recommended. Even if the site plan is not posted, ensure that safety information (location of fire extinguishers and emergency exits, for example) is clearly posted in all areas of the shelter.

Considerations:

- In preparing for disasters, coordinate with the American Red Cross in identifying and assessing potential shelter locations for co-located shelters. Site plans should be prepared in advance when pre-identifying shelters.

- Practice shelter set-up so everyone is familiar with the plan. Be sure to include it in your drills.

- Resource needs – personnel: See Sections 18, 20, 24, and 25.

- Although every shelter may have specific supply and equipment needs, there are a number of items that virtually all emergency animal shelters need.   A partial list of these can be found in Appendix 4.

- Standard operating procedures (SOPs) should be understood by shelter staff so that shelter set-up confusion can be minimized. SOPs should be outlined in all briefings and included in volunteer and staff manuals and training materials. It may also be helpful to post them at appropriate locations throughout the shelter (for example, "Hands should be washed before touching any animal" can be posted over a hand-sanitizing station)

- Keep species separated and create spaces for isolation and quarantine within each species.

- Having cash on hand will be important during shelter set-up to purchase last-minute needs for both animals and staff (food, construction incidentals, etc.). If power is off, ATMs will be unavailable and vendors will be unable to process credit or debit cards.

- Adequate ventilation and good air quality within animal housing is important to minimize disease spread and odor. Consider fan placement or any air conditioning or air exchange units when evaluating your potential shelter site.

Tips:

- Make sure your site-use agreements are in place and that you have all current contact numbers before you need them.

- When considering staffing needs, allow for shift changes and illness. Build in contingencies and cross-train to develop depth in each position.

- Be prepared to improvise and use what you have on hand. It's difficult to prepare for every eventuality, so flexibility and resilience go a long way!

- You will need a clean-up area large enough to rinse off cage trays, water bowls, and other materials. Ensure adequate drainage.

- Make sure you consider any bio-waste and hazmat issues (especially in flood response) and have a means to safely dispose of them (which does <u>not </u>include flushing them down the drain).

- Use the largest cages you can, even for cats. For example, a 10 lb. cat in an 18" x 18" x 28" cage = 5.25 ft^3, which is equivalent to a 100 lb. person living in a phone booth. Smaller animals (like cats) that will remain in cages for more than a day will need space to eat, drink, sleep (and, for cats, a litter box).

- Minimally, a dog should be able to stand up, sit down, and turn around in his/her cage. Ideally he/she will have room to sleep comfortably without sleeping in or on his/her food and water bowls.

- Consider the length of time each animal will be confined. You should provide more space if the animal is to be confined for more than a few days. Larger housing allows for more movement and less stress on the animals. Additionally, longer confinement in small spaces can be detrimental to an animal's health and well-being.

- Space crates as far away from each other as possible to reduce stress and disease spread.

- Plan to place barriers (broken-down cardboard boxes, wood, blankets, etc.) between crates to minimize the stress to animals and to prevent the spread of contagious diseases. Plan to disinfect or replace the barriers regularly.

- Setup of crates with appropriate supplies (bowls, blankets, litter box for cats, etc.) often takes longer than expected. Schedule enough time to complete the shelter setup before any animals are brought into the facility.

- Keep the shelter human friendly as well as pet friendly. It is a stressful time for everyone, so make sure there are quiet areas to work, eat and rest (as well as a visitation area for families and pets).

- Plan the exit strategy as soon as the shelter is set up. The decision to shut down the shelter can come quickly and you must be ready to act on a plan. (See Section 37 on closing the shelter.)

13 Understanding the legal issues involved in animal sheltering

Planning for an emergency animal shelter should take into consideration a number of legal issues that are likely to arise relating to the operation. These can include everything from ownership of the animals and what can be done with them, to whether an organization's general liability insurance covers operations outside its facility, to how long a "holding period" is. Having a lawyer on the planning committee and available for legal advice throughout the emergency shelter operation can help avoid potentially costly and difficult legal predicaments.

Considerations:

- Generally, in a disaster all animals in an emergency shelter are considered "displaced, owned animals (or property)" – not strays. This may limit what treatment, vaccinations or other care can be given to the animals without the owner's permission, as well as whether the animal can be relocated.

- Use of a facility as an emergency animal shelter should be documented in a written lease, covering all activities, liabilities, expectations, and responsibilities of each party.

- Be sure to inspect wiring, plumbing, and other utilities of a facility to ensure that your use of that facility will not overload its capacity.

- Will the configuration and resources (smoke detectors, fire extinguishers, etc.) of the facility allow you to meet OSHA requirements for safety and health?

- Determine whether your general liability insurance policy will cover activities outside the normal facility. If not, investigate a "rider" or alternative insurance for the duration of the sheltering activity.

- Do your state's Good Samaritan laws cover actions your staff and volunteers take on behalf of the animals in your care? Make sure you know before you begin.

- Have you asked your volunteers to sign a Waiver of Liability, taking personal responsibility for their actions and releasing your organization from liability in case of illness, injury or death?

- Have you documented that staff and volunteers have the appropriate training and expertise to perform the activities they are assigned to do in your emergency shelter?

- Have veterinary professionals working with you been appropriately licensed in the state where you are working? Alternately, have you received authorization or a waiver from the State Animal Health authority to operate under his/her license? Does that state have a reciprocity agreement that will cover veterinary professionals responding from other states? This usually needs to be done through the State Veterinarian.

- Observe all local bite reporting and quarantine requirements.

- Will your Worker's Compensation insurance cover affiliated volunteers with your organization? How about spontaneous volunteers? If you are responding under a local government agency's authority, will that agency's liability insurance cover your staff and/or volunteers?

- Who will determine the Hold Period for unclaimed animals? This is generally a local ordinance relating to "Stray" animals but may need to be adjusted by the appropriate authority to take into consideration the needs of animals in a disaster situation. Questions to consider include "When does the hold begin?" and "How long is appropriate to allow owners to find and claim their animal(s)?"

- Develop policies and procedures in case your emergency animal shelter encounters suspected animal abuse, animal fighting, illegal exotics or other "special cases."

- Who will have the authority to make euthanasia decisions and take that responsibility?

Tips:

- Include legal personnel on your planning committee and have them available for questions/issues that arise before, during and after the sheltering period.

- Ensure you have documented the training and experience of all personnel and staff, as well as volunteers, and only assign them to duties you are confident they are qualified to perform.

- Communicate to all personnel the SOPs derived from all areas of the "Considerations" above.

- What should personnel do if they suspect any animal has suffered abuse? What will they tell the public about Hold Policies for unclaimed animals? What should they do if they are bitten or badly scratched by an animal in the shelter?

- Document everything! Keep important documents in a safe and secure location. Make required reports in a timely and professional manner.

- Maintain all animal-related records for at least a year following the emergency shelter operation, as legal questions sometimes arise long after you have ceased the operation.

14 Understanding the financial aspects of shelter setup and operation

It is difficult to plan for unexpected events in the future, but it is essential to have a strategy that takes the financial needs of an emergency animal shelter and the future needs of your organization into account.

Upon accepting an assignment to shelter animals in an emergency, you have an obligation to provide animal care essentials. It's important to do an in-depth analysis of your financial means to ensure you have the ability to set up and maintain an emergency animal shelter, and provide appropriate care for all animals housed there, for the duration of the event without serious financial repercussions to your organization. This may include costs of veterinary care.

Self-reliance on the part of your shelters is an essential capacity in effective disaster preparation and response. No emergency animal shelter can rely on supply requests to the EOC for the initial 72 hours of a large-scale emergency, if at all. Human needs are prioritized over animal needs , so animal shelters must be self-sufficient in the initial stages of their operation. Consequently, funds for your operation must be available before and during the response.

If the disaster has a sufficient impact to receive a Presidential declaration, federal funding may be available to reimburse organizations assisting in the response efforts (and/or individuals impacted by the disaster). This reimbursement, however, can take months or even years to reach you.

Considerations:

- Work with your local and state emergency management personnel to see how your operations fit into their overall strategic plan, and whether there is any funding that would help you fulfill your mission.

- Your organization should determine if responding to a disaster would financially cripple your ability to meet other obligations. Disaster response should be written into your organizational strategic and operational plans, and its costs should be budgeted within your overall financial planning documents.

- If you are a non-profit organization, you have an ethical and legal fiscal responsibilities to spend a donation for the purpose to which it was intended. See Association of Fundraising Professionals: http://www.afpnet.org/ResourceCenter/ArticleDetail.cfm?ItemNumber=3500. Carefully review the language used in your appeals to minimize misunderstandings and to maximize your flexibility to meet disaster needs.

- If you are a government entity, your expenditures of public money will be scrutinized and must be accounted for.

- See Appendix 5: "Financial Sources for Emergency Animal Sheltering."

- Set up mechanisms/accounts for receiving and acknowledging donations and for returning borrowed items.

- Your accounting system should include tracking mechanisms for both restricted and unrestricted donations.

- You will have ongoing running costs such as fuel, office supplies, cleaning materials, and food for staff.   Consider a prepaid charge card to pay for expenses but also have cash on hand in case ATMs and credit card machines are down.

- Fundraising also includes donations of time or services, which are called "in-kind donations." Any piece of equipment donated or borrowed from a commercial enterprise, non-profit partner or other source (fork lift, bulldozer, etc.) would be an "in-kind donation" and should be accounted for in your financial system.

- Consider how you will acknowledge donations from the public. At the very least you should take down the name and address of the donor, and a brief description of the contribution. An assigned value of the donation is also helpful for when you submit your IRS Form 990.

Tips:

- In large-scale disasters, some states will require an accountability of response-related income and expenses if you accepted donations for the effort. For example, after Tropical Storm Gustav in 2008, the State of Louisiana required an accounting of funds from non-profit groups involved, to ensure against deceptive fund-raising practices. Keeping accurate and timely records, even as the event is occurring, can be a challenge but is extremely important.

- Remember to track staff and volunteer hours. Recordkeeping should include the number of hours of activated service performed, the location and/or type of emergency and functions performed. You could be eligible for FEMA or State reimbursement for paid contractors or other staff-related expenses. Even if you will not be receiving reimbursement, these hours can count toward the local contribution (generally 25%) of the cost of federally-declared emergencies. For example, after Hurricane Ike in 2008, the value of cumulative volunteer hours expended by national animal-disaster-related organizations offset hundreds of thousands of dollars in local contributions. Following the massive tornado in Joplin in 2011, the value of volunteer hours in all aspects of response and recovery (not just animal response) was in the millions of dollars.

- Your organization will want to pre-designate a finance person(s) and may want to decide that any expense under a certain amount of money does not need prior approval from your organizational hierarchy. This creates an operational efficiency. Ensure that you have adequate safeguards in place to monitor both income and expenditures.

- Afterwards, you may want to consider a thank you ad in the local newspaper as well as individual thank you notes. The ad generates community goodwill and will increase awareness of your organization's role in disasters.

15 Setting up a shelter management structure, policies, and procedures

With so many people representing different groups with different philosophies, an ICS is the most feasible way of maintaining a clear chain of command to achieve a specific goal with the least amount of stress.

Decide on what type of shelter will best fit the local area's needs. There are various ways to approach the sheltering of animals: people and their animals sheltered together; people and their animals sheltered separately but in the same facility; people and their animals sheltered in separate facilities. When people and animals are sheltered in separate facilities, it is recommended that the emergency animal shelter should be situated as closely as possible to the people shelters. Having animal owners involved in the daily care of their pets is highly beneficial for the animals, their owners, and the emergency sheltering staff.

Standard Operating Procedures (SOPs) should be developed by key shelter organizers. They will help gain support from mass care providers and other potential partners, and will help dissuade local emergency management fears that the pet shelter will be a burden on human shelter operations. SOPs for an emergency animal shelter are similar to those used for standard everyday animal facilities. Procedures and protocols should be reviewed by shelter organizers, staff and affiliate volunteers, and practiced prior to a disaster so that they are familiar and ready to be put into action at the threat of an impending disaster. Separate housing for livestock, exotic, and other captive animal populations may also be needed.

Considerations:

- ICS works well for a shelter organizational structure.

- Terminology for job titles should involve creating a standardized format based on FEMA typing. See attached JITT job descriptions as examples.

- Recruit/identify personnel for command/shelter management positions based on personality, skills, and experience.

- Train and cross train command team and operations staff.

- Include specific descriptions of duties for command staff, general staff and team:

  - Incident Command - Shelter Director

  - General Staff - Finance, Logistics, Operations, Planning Officers all needed

  - Command Staff - Public Information, Safety Officer, Liaison also critical positions to be filled

  - Other supervisory positions – Donations Mgr., Supply Mgr., Shelter Supervisor, Rescue and/or Transport Supervisor, Veterinary Care Supervisor, etc.

- SOPs should clearly outline the shelter's operations and management structure, including:

  - Facility checks before and after shelter operations (e.g., facility should be sprayed down for fleas prior to set-up, as well as after close of operations);

  - Animal registration and intake

- Shelter rules
- Providing security to staff and animals;
- Owner visitation policies;
- Staff management and organization;
- Animal care and handling procedures;
- Roles and responsibilities; and
- Copies of required forms and documentation

- See SOP samples attached. (BFRR Field Guide, EARS handbook, http://www.aspcapro.org/shelter- disaster-planning-step-by-step.php#developing ; and http://www.aspcapro.org/shelter-disaster- planning-step-by-step.php#responding.

- See feeding guides, including slurry recipes in Appendix 6.

- Operations teams should follow the ICS rule of maintaining effective span of control for operations team leaders (maximum of 7 people/supervisor).

- Provide SOPs for duties of team members.

- Keep good records, create standardized forms, and document all functions.

- Create an ID and credentialing system.

- Train regularly as a team, emphasizing personal safety, ethical standards and goals of animal sheltering.

16 Activating and mobilizing the plan

Consider multiple methods of notifying staff and affiliated volunteers to begin their animal disaster response services. The emergency animal sheltering plan should include contact information for all staff and affiliated volunteers as well as any agency that has offered to participate in animal disaster aid and response. Decide who will be responsible for initially opening and coordinating all emergency animal sheltering activities with the EOC and other disaster response affiliates.

Note*: Keep in mind that staff and local affiliated volunteers may be impacted by the disaster and can't act in response to the initial notification. It may be necessary to contact other cross-trained team members or volunteers.

Considerations:

- Identify what factors would mandate the activation of the emergency animal shelter.

    - Example: operational plan activated through notification from partner agencies, EOC, media, etc.

- From the animal population assessment, determine the minimum amount of animals and/or percent of animal population or households affected that would constitute an emergency animal shelter activation.

- Implement the actionable steps of your operational plan through:

    - Memorandums of Understandings (MOUs)

    - Site surveys

    - Activate vendor agreements.

- Mobilize staff using a phone tree and other volunteer recruitment tools.

- Mobilize community partners.

- Implement movement of equipment and supplies from vendors or storage.

- Develop a detailed framework for the coordination of roles and responsibilities:

    - Establish a chain of command and sound organizational structure.

    - Develop flow charts that delineate the organizational chain of command.

- Determine staffing needs and utilize job descriptions and responsibilities for emergency animal sheltering staff and volunteer positions.

- Develop staffing plans for each operational function and coordinate with all agencies and organizations involved.

- Establish staff/volunteer sign-in and /orientation/training location and scheduled times.

- Establish list of inventory requirements and identify suppliers.

- Identify staging and prepositioning locations.

- Establish communications and identify PIO/Liaison for emergency animal shelter operation.

- Identify equipment requirements and possible suppliers.

- Develop and maintain the communication system for command structure.

Tips:

- Staffing requirements will vary by the type of shelter operation because of the presence or absence of the owners.

- Remember that in some situations, your regular paid staff may have other "outside" responsibilities, and that your hours of operation may expand to 24/7. Hence the importance of cross-training all your staff, as well as your volunteer pool.

- Try to assign your staff and volunteers based on their areas of expertise.

- Shelter plans should not be dependent on specific individuals fulfilling specific functions, but rather on several well-trained individuals able to step into whatever role needs filling.

Staff and Shelter

- Consider the example "Activation Call List" found in Appendix 7.

- See the LASPCA Partner Call-out SOP (attached).

Explanation of the Phone Tree Activation

A phone tree is a system by which information can be quickly passed to members of an organization, or in this case, responders. It can be used during trainings; group activations, official mobilization or as needed for meetings and get-togethers. Each group should have a designated primary and alternate point of contact that can be reached by someone in command.

The goals of the phone tree are:

- To pass important messages as quickly, accurately and concisely as possible.

- To minimize rumors by passing on accurate up-to-date and approved information.

- To minimize self-deployment.

- To affirm partnerships that exists between groups (MOUs and MAAs).

The structure of the phone tree should, when possible, allow callers to make local phone calls, from their homes.

- All phone tree messages should be written down, short, specific, clear and concise.

- The message should contain the "5 Ws"; who, what, when, where, why?

- The phone tree should list home phone numbers and/or cell phone numbers.

- When a message is being initiated, write down all the information exactly and keep a record of this message; who initiated it; the message; the date of initiation; the date of when the phone tree was initially contacted; and a record of the progress of the tree.

17 Formulating and sharing job descriptions

In formulating job descriptions, develop flow charts that delineate the organizational chain of command and be sure to identify essential staffing needs to effectively run an emergency animal shelter. Develop job descriptions and responsibilities for emergency animal shelter staff and volunteer positions. It is imperative that staff and volunteers be well informed about their specific responsibilities and the emergency animal shelter functions.

Emergency animal shelter operations are complex. It is important to identify critical areas that require extensive planning and organization. Decide on what type of shelter will best fit the local area's needs.

Considerations:

Identify essential staffing needs. Some critical job responsibility areas other than the Command and Support staff include but are not limited to:

- Animal intake and ID

- Documentation, and animal-owner reunification

- Handling of unidentified animals, livestock, exotic, etc.

- Biosecurity, isolation, and quarantines

- Animal mortality management

- Animal, staff, volunteer, and facility security

- Owner responsibilities

- Animal holding periods

- Animal care management

- Veterinary care and triage

- Volunteer management

- Supply intake, organization, tracking and utilization

- Operations Team

  - Shelter Manager
  - Intake/Disposition Supervisor
  - Animal Care Supervisor
  - Barn or Team Leaders
  - Volunteer Manager
  - Veterinary Care Supervisor (Small, Large, Exotic)
  - Logistics Manager
  - Animal Transport/Transfer Supervisor
  - Supply/Donations Supervisor

- See Just in Time Training (JITT) job descriptions to define possible volunteer functions (see Appendix 8).

- FEMA trainings – encourage staff and volunteers to have IS-100-B, IS-200-B, IS-700-A, IS-800-B, http://www.training.fema.gov/is, as well as JITT, etc. Encourage managers to go beyond this training to IS-300 and IS-400. Specialized training for specific positions and duties, as well as areas such as "working with non-profits", is also available at the URL cited.

18 Human resource needs and issues

The term "Human Resources" refers to a managerial person responsible for the smooth running of an operation. This includes management of both staff and volunteers, and is a key element in whether you are able to successfully operate an emergency animal shelter.

The person that will hold the title of "human resources manager" will be responsible for recruitment, orientation/training, record keeping of all personal data, appraisals and possible termination of staff and volunteers. Because of the scope of these responsibilities, the human resources person will have one of the most important jobs of the entire emergency sheltering operation. Their top priority will be to make sure that all of the staff and volunteers are placed in the right areas based on their level of expertise and that they carry out their responsibilities safely and effectively, according to the job description specifications.

A safe, supportive, and productive work environment should be created and maintained, and once established, should be implemented consistently, fairly, and promptly. Employee and volunteer handbooks and policy manuals should be implemented. Issues such as sexual harassment, drug and alcohol abuse, and safety and security measures should be clearly addressed, along with the emergency shelter's mission and expectations.

Considerations:

- Make sure rules and policies are clear and clearly communicated, to every person working within or with the shelter.

- Ensure that contact information, including vaccination records, physician's contact information, emergency contact, organ donor status, medical concerns/ allergies/medications, etc. is captured and maintained on every staff member and volunteer.

- Institute uniform and ID requirements to clearly identify your team, whether through tee-shirts, badges, or other means. "Uniform" in an emergency animal shelter should always require, at the least, long pants and sturdy, closed-toed shoes.

- Create an organizational chart. Update it daily and post prominently.

- Safety briefings should be conducted before and after every shift. Update as conditions warrant.

- Maintain a list of services provided by the emergency animal shelter operation. Make sure everyone is aware of what the shelter does and doesn't do. If you have partnered with another organization to provide additional services, keep that information and contacts easily available for referrals. Questions should be referred to the shelter manager or PIO.

- Every time someone enters the shelter, they should sign in. Conversely, everyone should sign out if they leave for lunch or an errand, and again at the end of their shift. This serves multiple purposes, including for safety in the event of a shelter evacuation, and to record hours for possible reimbursement (See Administration section).

- Designate specific smoking and eating areas, and no smoking should be allowed anywhere within the shelter. Eating should be confined to designated areas for health, sanitation and safety reasons.

- Have a code of conduct: Ensure that everyone knows how they are expected to behave as part of your team, and what the consequences are if the expectations are not met. Post the code in a prominent location so that it can be referenced easily.

- Have a policy on interaction with media. Ensure everyone knows who the PIO and shelter managers is on every shift, with their contact information, and knows that no one but these managers are to interact with the media unless authorized to do so.

- Establish grievance procedures to hear and act fairly on grievances.

- Set up a reporting structure for illness or accidents. Make sure everyone knows who the Safety Officer is for their shift.

- Write some FAQs (Frequently-asked questions): This will, to some extent, depend on the circumstances of the disaster and the emergency animal sheltering operation. Post answers at a convenient location (for example, near the break room) to maximize the impact.

- In order to minimize the liability of your organization and ensure that those working with you understand the dangers involved, have everyone sign a Waiver of Liability form before they are allowed to work in the emergency animal shelter.

- See next module on the importance of having counseling services available to deal with the stress your staff and volunteers will experience.

Tips:

- Human resource management, under the best of conditions, is a challenging task. In a disaster situation, you need someone with a great deal of patience, a good strategic view of what's needed, and an appropriate, sensitive, sense of humor!

- Don't burn out your best HR people in the first few days of an operation. As time goes on, the challenges of the operation will be heightened by fatigue and short tempers. Always try to have a manager who can keep things on an even keel.

19 Formulating volunteer policies and procedures

During the pre-disaster planning phase, compile a contact list of affiliated local volunteers and other volunteer groups within a 100-mile radius. Identify areas of responsibility where volunteers will be needed. Develop volunteer job descriptions, liability waivers, identification badges, minimum standards of conduct, and termination protocols prior to a disaster situation. Understand the Good Samaritan laws and have signed waivers.

A volunteer manager should be appointed and oversee the screening and interviewing of all spontaneous volunteers, as well as monitoring the active volunteer pool. As completely as possible, check on backgrounds and reported expertise or experience. Train all volunteers (affiliated or spontaneous) and document the training; it is an important part of risk management.

Remember that local volunteers may be affected by the disaster and can't respond during the initial phase, therefore cross-training of volunteers during pre-disaster planning and practice is critical.

Volunteers should understand their specific roles and responsibilities, as well as understand the chain of command and how they fit in. Procedures for documenting and monitoring volunteer shifts should be devised. Determine how volunteer relief and shift changes will be conducted and recorded. Documentation of performance for future reference should be included in volunteer files.

Considerations:

- Develop a list of affiliated volunteers and other groups within a 100-mile radius.

- Develop volunteer job descriptions, liability waivers, ID badges, a code of conduct, and termination protocols.

- Appoint qualified and trained Volunteer Managers for every shift of the operation.

- Based on the scope of the disaster and the type of emergency animal sheltering needed, determine the number of volunteers required; the roles and responsibilities that need to be filled; and the number of shifts with a shift relief schedule.

- Train all volunteers and give them a situational orientation upon arrival at the shelter (or before).

Tips:
- Because some local volunteers may be affected by the disaster and can't respond during the initial phase, training and cross-training your pool of affiliated volunteers during pre-disaster planning is critical.

- Practice drills should be scheduled regularly and include other emergency response groups.

- The following training resources may be helpful:

  - HSUS Volunteer Management Guide (free download)
    http://www.humanesociety.org/assets/pdfs/hsp/volunteer.pdf
  - http://www.animalsheltering.org/resource_library/policies_and_guidelines/volunteer_manu al. html
  - FEMA Independent Study Program IS-240 http://training.fema.gov/EMIWeb/IS/is240a.asp

20 Just in Time training (JITT) for emergent or unaffiliated volunteers

Just-in-time training (JITT) is the practice of providing training immediately prior to its usage. The advantage to implementing JITT is the shortened time between learning and application.   JITT is a way to streamline educating the workforce. Among the benefits of this kind of staff development is that you are able to train employees in multiple areas in a near-automated fashion.

Volunteers are the backbone of an animal disaster response and need to be made to feel like they are part of your team. Their energies must be focused and directed toward the mission of the operation, or you risk conflict, disruption, and an unsafe working environment.

A volunteer application should be utilized for all new volunteers. The application should give you information on what training the volunteer has had; their areas of expertise; what inoculations they have received; any medical or physical concerns; their emergency contact information; and any other information you feel you need for participation in your response. The application form can be simple, but get you the information you need to place the person effectively.

During a disaster, the necessary pool of workers may expand to include those with skills that may not normally be needed on a day-to-day basis in a regular animal shelter. This may include bilingual skills, construction, building trades (plumbing, electrical), communication, etc. You may even be able to recruit volunteers for grief counselors, accountants, etc. But they, just like your everyday staff, need to be managed if they are to be effective.

Following the application screening, all emergent volunteers should receive an orientation including and explanation of what your mission is; the chain of command and to whom they report; where first aid, food and bathroom facilities can be found; what their assigned schedule is, and so on.

It's best to use the "buddy" system or mentoring type training program by assigning the emergent volunteer to someone on staff that has already been trained and evaluated, and can be relied on to instruct the emergent volunteer in their duties in their assigned area.

Considerations:

In developing a training strategy, you should also consider the following processes and tasks:

- Fully developed job descriptions for each possible position a volunteer can fill

- Application and release waiver

- Volunteer manual

- Orientation/Training procedures

- Safety and liability planning

- Scheduling

- Supervision and evaluation

- Recognition

<u>Tips:</u>

- The National Voluntary Organizations Active in Disaster have approved a document in their Points of Consensus program, outlining what each member organization expects from, and expects to provide for, its volunteers. That document is at: http://www1.usw.salvationarmy.org/usw/www_usw_sdm.nsf/0/98DF6C65389B87D388257743 00784EFE/$file/POC_DisasterSpiritualCare.pdf

- Develop a thorough Volunteer Application outlining a volunteer's background, skills, and physical abilities.

- The application should give you information on what training the volunteer has had; what inoculations they have received; any medical or physical concerns you should be aware of; their emergency contact information, and so on.

- Just-in-time volunteers should also receive a manual (a written guide), which includes:

    - An organization chart, including whom they report to and the Safety Officer

    - Policies and procedures

    - Expectations

    - How they can get guidance or assistance if needed

    - Your organization's role in the response

    - Outline of what volunteers are, and are not, allowed to do

21 Setting up safety and security policies and procedures

Disaster areas are dangerous places, not only because of natural hazards, but also due to lack of normal safeguards and behaviors. Your emergency animal shelter will need to consider putting in place safety and security policies to protect the animals, workers, families, and everyone who comes through the shelter.

Think through the operations you will be conducting, and how best to protect the people and animals so that their health and safety at the conclusion of your operation are equal to (or better than) when they arrived.

Facility Security

- Consider a mechanism to manage and track all staff, volunteers, and visitors in the facility.

- Consider who is responsible for the security and access procedures for the shelter (coordinate with EOC and facility).

- Consider the onsite shelter checklist in Appendix 9 of this document.

- Designate a point of contact to coordinate all security. This individual may be the safety officer, or should coordinate with the safety officer.

- Determine all entities and define roles and responsibilities of the following safety and security resources:

    - Local law enforcement

    - Contract/building security

    - National Guard

    - DEA

    - FBI

    - Personal security

    - Peer security

    - Fire marshal

    - Public health

    - Emergency medical technician

    - Traffic control officers

    - Office of Emergency Preparedness

    - Volunteer organizations

- Determine the complete footprint of your shelter area and what areas will be completely off limits. Consider the following:

    - Administration offices

- Meeting rooms
- Kitchens and eating areas
- Parking structures
- Dedicated facility storage areas
- Perceived gathering locations (e.g., halls, lobbies)
- Roof access/catwalks
- Staff living quarters

- Determine areas that require restricted access and/or surveillance, such as:
  - Veterinary areas
  - Animal isolation areas
  - Medical storage
  - Drug storage (keep locked at all times)
  - Communications/computer areas
  - General storage
  - Kennel areas
  - Shower and restroom areas
  - Hidden stairwells
  - Loading dock
  - Parking lots
  - Staff areas

Fire and safety code compliance:

- Establish a liaison with the local fire department.
- Ensure that the facility meets local fire/safety codes (depends upon facility).
- Ensure that the facility meets federal OSHA (Occupational Safety and Health Administration) safety codes.
- Post fire extinguisher and emergency exit signs prominently within the facility.

Evacuation and emergency plans:

- Establish a plan to evacuate or relocate shelter personnel and/or animals:
  - Should you shelter in place or move?

- ▪ Who will make the decision?
- Stay in touch with Emergency Management.

- Monitor weather and other emergency situations. Communicate any threats or events.

- What is the plan for service outages? Consider the following possible outages:

  - ▪ Water

  - ▪ Electrical

  - ▪ Waste disposal

  - ▪ Communication

  - ▪ Climate control (e.g., AC/heat)

  - ▪ Alternate or primary fuel sources

What is the plan for decontamination, if needed? (See Section 28, "Setting Up Decontamination Protocols." Additional information may be found in the documentation produced by the Decontamination and Veterinary Care Best Practice Working Groups.)

- Finally, how will this plan be communicated to your staff?

Animal Safety and Security:
- Consider having photo IDs of all animals in the shelter, kept in a secure location.

- Consider a perimeter fence around the area for security and double barrier system to prevent escapes.

- Consider safe and secure caging of animals and mitigate against dogs digging out of an area or climbing out.

- Consider theft of animals.

- Proper handling equipment and equipment training.

- Proper animal handling training.

- Plan for proper disease control/biosecurity protocols.

- Consider vaccination protocols for shelter in collaboration with vet support team.

  - Consider shift checks of animals and supply

  inventory. Human Safety and Security:

- How are incidents documented and tracked?

- Determine what incidents are documented and tracked by and from each entity's perspective.

Also consider the following:

- Slips and falls

- Injuries and dog bites: state protocols should be followed for rabies prevention.

- Cat bites and scratches require immediate attention, and treatment should follow state protocol for rabies prevention.

- Identify and address stress among staff/volunteers/victims.

- Restrict access to drug/medical supply storage.

- Use of illegal substances, illegal activities, weapons, sexual harassment, or inappropriate behavior of any kind.

- Medical and first aid. Consider the following:

  - Establish protocols for first aid.

  - Establish location and messaging of first aid station, MSDS sheets and links to information.

  - Maintain recordkeeping of injuries and illness.

  - Know the nearest human emergency care center/hospital ER.

  - Consider plans and procedures for emergency care beyond first aid.

  - Have a critical incident stress debriefing of the incident for staff and volunteers.

  - See ICS form 206: Medical Plan:
    http://training.fema.gov/EMIWeb/IS/ICSResource/Forms.htm

22 Psychological first aid: secondary trauma and counseling services

Working with animals impacted by disaster, and/or with families who have lost their pets or lost their homes, can be an emotionally and physically draining experience. Whether assisting with the care of an injured animal or comforting a family seeking a lost animal, responders often experience secondary trauma as they internalize the experiences and emotions of those they are trying to help.

Response to the stressors can take many forms, and often will result in diminished capabilities and possible long-term psychological or emotional issues for those involved. You will need to consider how to recognize symptoms of post-traumatic stress disorder (PTSD) and help your staff and volunteers through these reactions, and guide them to find appropriate counseling or personal care strategies that will allow them to continue their work and heal.

Considerations:

- Recognize that no one who responds to a disaster will be untouched by it.

- Long shifts or deployment, lack of information or management, extreme weather or difficult working environment, lack of utilities, and other factors can add to the responder's stress. This is in addition to the stress already felt because of injured or sick animals, distraught owners, and lack of resources in a disaster environment.

- There are a number of different ways in which secondary trauma – somewhat akin to compassion fatigue – may manifest itself, including physical, behavioral, or psychological signs or symptoms that are abnormal to the individual.

- Assisting animals in disaster can also bring comfort to those in an emergency animal shelter. For those who need a break, sometimes a few minutes petting a friendly dog or a purring cat can help relieve stress.

Tips:

- Good management and communication will help to mitigate systemic stress. Make sure everyone understands the daily mission and their part in it, so that they can keep perspective on the positive aspects of their activities.

- Have at least some staff trained to recognize signs of secondary or primary trauma. Initiate a discreet reporting mechanism to allow appropriate resources to reach affected individuals.

- Ensure that self-care methods are included in your human resource plan.

- Train managers and supervisors to watch for signs of secondary trauma. Encourage all staff and volunteers to practice self-care methods and to "buddy" with another responder to encourage self-care awareness.

- Daily debriefings, and a post-response debrief, will help staff and volunteers to share their experiences and feelings. Just as with victims of primary trauma, it is helpful for many who have experienced secondary trauma to talk about their experiences to a sympathetic person.

- If someone on your team is experiencing secondary trauma, take appropriate actions to mitigate the stress and/or allow them to transfer or withdraw from the situation.

- Recognize and follow health care privacy protocols to ensure discretion regarding any personnel medical or psychological issues.

23 Determining needs and acquiring resources

Although there will be needs unique to each disaster, there is a core of common resources generally used for emergency animal sheltering for companion animals. Many organizations have compiled their list of commonly-needed items. See Appendix 4 for a sample list of resources for a 100-companion animal emergency shelter for one week.

There are also common elements to a large-animal emergency shelter, but again, each disaster will have unique characteristics and may require additional resources. Having at least the minimum resources on hand will allow you to begin the process of setting up your emergency animal shelter. Remember that acquiring outside resources will take time.

Recognize that acquiring appropriate resources and limiting donations of inappropriate resources go hand-in-hand, and are both important elements to any emergency sheltering operation. (See Soliciting and Managing Donations, Section 24).

Considerations:

- Are there particular resources that you do need? Work with local businesses in your community to build relationships so you can purchase at a discount or perhaps even have materials or services donated.

- What will you need immediately, and what can be acquired during the response?

- Are there resources within your planning committee or support base that you can borrow instead of purchase?

- PetSmart Charities is a major contributor to large-scale disasters, often donating a truckload of wire crates, bowls, food, and other products to local authorities to respond to animals in disaster. The items are delivered to your shelter and unloaded by volunteers associated with PetSmart Charities. When you have finished with the emergency shelter, the products are left in the community with the understanding that they will be available for any future disaster response.

- Major pet food companies often contribute product to assist in emergency animal shelters. Along with PetSmart Charities' donations, these products assure continuity and quality of feeding as well as minimizing your costs.

Tips:

- If a community has been devastated by a disaster, try to find functioning local businesses you can support by purchasing items through them. It will help them get through the period when their normal client base begins to recover and assist the local economy to begin the recovery process.

- Invite representatives of businesses within your community to be part of your planning committee.

- Work with other organizations that are expert in disaster warehouse management (for instance, Adventist Community Services, a member of the National VOAD).

- Keep records of all purchases, donations, or lent items. Thank those who donated or lent; if the item or items were significant, find a way to publicly thank the donor or lender.

24 Soliciting and managing donations

Recognize that, in every disaster, people will be moved to try to help. This can often take the form of donating "things" – from bags of dog food to blankets to used clothing to almost anything imaginable. As wonderful as this inclination is, it can compound the difficulty of responding to animals in disaster by pulling resources (personnel, space, and time) away from the primary mission of saving and caring for the animals.

Many organizations have made the mistake of asking for, or accepting, in-kind donations that were inappropriate to the disaster or its victims (for instance, winter clothing donated to the Katrina survivors in Louisiana or the earthquake survivors in Haiti). These items can constitute a "second disaster", creating a massive challenge for staff to manage transportation, storage, security, health hazards, and other costs. It also creates a media nightmare if public images of unused materials – like piles of clothing in a parking lot – suggest that your organization is ungrateful or disorganized.

Before the disaster strikes, and at all times during the disaster response and recovery, try to help people understand that the best way for them to help the animals and your organization is to donate money and/or gift cards.

Considerations:

- Ask for public donations of cash and/or gift cards. This will allow you to purchase exactly what you need, when you need it.

- Help people understand the burden that donations of unneeded things can bring to the response effort.

- This is an ongoing public education effort – the messaging should be done through all available means, and in all phases of a disaster from preparedness to recovery.

Tips:

- Utilize already established state and local websites and media resources, and drive any potential donors to it.
- If you do have specific needs for items, use your social media venues (see Appendix 11 for an outline of great Social Media strategies) and make sure you monitor and update any requests at least once a day. If you don't stay on top of the request and replies, you could easily find yourself overwhelmed with much more than you needed!

- Educate potential donors by explaining that you can best help the affected community by purchasing items there, rather than elsewhere and shipping them to the disaster area.

- Work with local resources (veterinary clinics, pet stores, hardware stores, etc.) that have not been directly affected by the disaster. Set up an account to which donors can give directly, which can be drawn on by your organization to meet the needs of the response.

- Identify individuals with skills in warehouse management, organizational skills, stocking /tracking, fork lift operation, truck driving, etc.

- Remember to shrink wrap. Palletize and label everything for storing.

- If you are storing food, consider how you will control vermin.

- Set up supply/distribution centers to disperse excess supplies throughout impacted area to support sheltering-in-place pet owners. Centers can be restocked from supplies in the warehouse.

25 Setting up administrative and financial systems

Knowing how to track and manage administrative and financial information is critical in operating an emergency animal shelter. Adequate and detailed record-keeping is essential in being reimbursed for work, supplies and other expenses when applicable. It can also mean significant contributions to the local community, as documented hours by staff and volunteers can be counted toward the local contribution in Presidentially-declared disasters. Finally, documented costs for emergency response can help non-profit organizations educate the public and encourage financial donations to its efforts.

National organizations have had a great deal of experience in disasters, and have agreed to use standardized forms for many of the functions in emergency animal shelters. In subsequent versions of this document, we intend to append a number of these forms to be used as needed by any organization responding to animals in disaster.

Other forms should be generated using local or regional procedures or regulations (for instance, bite report forms). Sample forms have been appended, but organizations should research how to adapt them to the needs in your community before using them.

ICS forms can be found at the FEMA website: http://www.fema.gov/emergency/nims/JobAids.shtm. These forms cover the following:

- Overall considerations/precautions for incident accounting practices

- Set up mechanisms/accounts for receiving and acknowledging donations and for returning borrowed items

- Tracking for restricted and unrestricted donations

- Consider a prepaid charge card to pay for expenses

- Good recordkeeping, accountability

- Ethical fiscal responsibility

- Other resources are as follows:

Association of Fundraising Professionals:
http://www.afpnet.org/ResourceCenter/ArticleDetail.cfm?ItemNumber=3500

- General Public and Local Business Sponsorships/Donations – See Section 22, Soliciting and Managing Donations

Grants:

- PetSmart Charities Grants Program

  http://www.petsmartcharities.org/

- Banfield Charitable Trust

  http://www.banfieldcharitabletrust.org/483-nonprofit-organization-grants

- Red Rover Relief: Lifeline Grant Program

http://www.uan.org/index.cfm?navid=161

- A list of other potential grants:

  http://www.fundsnetservices.com/searchresult.php?sbcat_id=19

- Your local community foundation

- You may be unaware of the multiple kinds of assistance offered to nonprofits in your area by a community foundation. Although specific programs vary from place to place, community foundations usually provide funding and management support to strengthen nonprofit programs and serve as a charitable vehicle for community philanthropy. Their primary function is connecting worthy programs with donors and vice versa.

- Go to the Council of Foundations' website and find the locator (www.cof.org/Locator) and click on your state for a foundation list with contact information. Many community foundations have their own websites.

- FEMA funding for training (Basic Animal Rescue Training)

  - Basic Animal Rescue Training is a DHS approved, state-sponsored course that was designed to empower firefighters and other emergency personnel with the training, knowledge, and equipment necessary to safely and effectively address the needs of animals encountered in emergency situations, in order to help preserve human health, safety, and well-being. BART fulfills the requirements of the Pets Evacuation and Transportation Standards (PETS) Act enacted by Congress in 2006.

  - For more information visit: https://www.firstrespondertaining.gov/TEI/tei.do?a=home

    - View the 'State-Sponsored' Catalog by clicking on the link in the upper right corner.

    - B.A.R.T. is listed on page 'v' with 'Respond' as the Mission Area. Course information can be found on page 171 of the catalog. The course label is MN-003-RESP, Basic Animal Rescue Training Small Animal Basic Life Support.

Recordkeeping

Consider the types of administrative records that should be maintained:

- Management reports

  - Time recording and cost analysis

  - Monitor costs, accounting and procurement

- Acquisition costs (equipment, supplies)

- Travel costs for staff and volunteers

- Shelter supply inventory

- Tracking donations

  - http://www.aidmatrix.org/

- Shelter operation times (time shelter opened and closed)

- Personnel in shelter at all times (for safety and security, have everyone sign in and out of the shelter)

- Tracking staff and volunteer hours (time sheets) to document contribution to local costs.

- Tracking staff and volunteer work assignments (who was assigned to what jobs)

- Tracking of animal coming in and going out of shelter

- Tracking care and medical treatment of animals

- Tracking Legal/Medical occurrences:

  - Human or animal injuries or illnesses

  - Animal bites

  - Damage reports

  - Law Enforcement Emergencies

Consider the types of financial records that should be maintained:

- Travel and habitation costs for staff and volunteers

- Resources and equipment procured during the incident

- Lease, contracts, utilities, services contracted or paid as part of the shelter operation

- Contracts, written agreements or other documentation for borrowed equipment or other resources

- Veterinary costs (care, medications, procedures, etc.)

  - Transportation expenses

  (animal transport) Additional

  financial topics to consider:

- When and how to seek additional resources from other States when necessary via the provisions of the Emergency Management Assistance Compact (EMAC)

- When and how to seek additional resources from the federal government pursuant to a request for a Presidential Disaster Declaration:

  > See FEMA Disaster Assistance Policy: Eligible Costs Related to Evacuations and Sheltering
  > https://www.llis.dhs.gov/docdetails/details.do?contentID=26668

- Mutual Aid Agreements http://www.fema.gov/government/grant/pa/9523_19.shtm

- Partnership agreements with other National and State Voluntary Organizations Active in Disaster (VOADs) to share resources, warehouse space, etc.

---

26 Determining internal and external communications policy and roles

Communications regarding pet shelter operations takes place on three sometimes overlapping levels:

- External to the shelter: communicating with the Emergency Operations Center (EOC) and others in the chain of command

- Internal to the shelter: command and control, instructions, directions, guidance, feedback within the animal shelter operation

- Media/Public information: messaging to the community

External /EOC and chain of command: How does the shelter communicate its operational status and needs to those in charge?

- It is important that all communications and messages regarding shelter operations be made within the plan and direction of the command structure. Pet shelter managers, or its Public Information Officers (PIOs), should be part of public messaging in disasters. Centralizing the decision-making process will provide the continuity, coordination, and appropriate review/approval of all messaging.

- Pet shelter communications need to be created and executed in full coordination with the EOC for the incident/community. Public release of information and statements (written or in-person) should be made using a designated spokesperson.

- If you are using a Unified Command system for the shelter operations, the community's combination of service providers, stakeholders, and governmental support need to define an organizational structure that creates an effective relationship, communication channels, and service delivery mechanism for their situation.

- With a Unified Command system, there is not a single person responsible for all implementation and direct supervision of each and all components of the Shelter Operations Plan. Each section of the Concept of Operations (ConOps) should be the specific responsibility of someone, who in turn should become a participant in the Unified Command team. There should be a shelter director (commander) for the shelter's operation, with this person providing the leadership and central authority for coordination of service instead of the manager and task implementer of each and every component.

Internal/Staff and volunteers: How do you communicate within the shelter?

- How are the Operations Plan, Safety Plan, and other relevant data shared with staff and volunteers?

- How do you pass information and updates to each shift change?

- Determine the method and forms with which information is passed from shift to shift.

- Consider multiple methods (shift briefings, posted notices and lists, problem-solving meetings, orientation briefings, and written documentation - redundancy is good!).

- Consider utilizing FEMA ICS Form 214–Operational Planning Worksheet.

- Make sure all documents and pass-downs are user friendly.

- During each shift, how is each entity's authority figure identified? Consider the following:

    - Central operations information center

    - Badge, vest, hat, or credentialing system

- Provide opportunities for information to flow in all directions: from management to workers; from workers to management; and laterally to share information and suggestions.

- Provide a resource location for filed updates.

- Coordinate all updates with the EOC.

Public Information: How should public information be coordinated among all the constituents?

- Public information should always be coordinated with the Emergency Operations Center and its PIO.

- Identify and communicate (to the EOC and within your shelter) who your PIO (public information officer) will be for each shift/operation.

- Develop a plan for disseminating information:

    - Ensure agencies are appropriately represented.

    - Develop a plan for information to be given as appropriate to spokesperson(s).

    - Consider the approval process.

    - Consider different communication types (e.g., ASL, multilingual).

- Identify a lead point of contact, or liaison, to coordinate with the different agencies.

- Coordinate with public information officers from the different partner agencies.

- If you have news to share, consider sending joint press releases or holding a joint press briefing.
- Who owns the information and who should be the party disseminating it?

- Determine if the information is jointly shared or represented by one single agency (e.g., an "ask" for donations).

- Only represent information your agency maintains. Avoid speaking on behalf of other agencies or giving information about their activities, unless authorized and asked to do so.

- What are the communication guidelines for staff?

    - Establish staff roles within each agency's guidelines (for example, are non-PIO personnel allowed to speak to the media?).

- Practice understanding and cooperation among agencies.

- Be truthful and professional.

- Staff should only speak in their breadth of knowledge and authority.

- What information does the general public need? Consider the following general information needs, such as: who, what, why, where, when and how?
  - Location of shelter(s)

  - What animals will be cared for

  - What will be expected of them

  - Explanation of shelter services

  - Shelter hours and restrictions

- Consider the following owner's pet needs:

  - Transportation arrangements

    Personal needs at shelter (e.g., what to bring for pet, expectations, prohibited items or behavior)

  - Vaccination, pet identification and owner identification policies

- Consider the following shelter needs:

  - Donation locations/hours of operation

  - Donations needed/accepted (always be very specific)

  - Volunteer opportunities (e.g., what can the public do to help?)

- What method of dissemination will be utilized to communicate information to the general public? Consider the following:

  - Press releases

  - Media alerts

  - Website updates

  - Social media tactics (Facebook, Twitter)

  - E-mail blasts

  - Press briefings

  - Community events

27 Setting up intake/triage systems and protocols

The intake process of the shelter is a critical element in determining whether you will be able to keep track of animals and return them to their families. Because of this, it is very important that you consider what information you will need and how you will process the animal(s) as they enter the shelter system.

Note: Animal triage guidance is also included in a paper prepared by the NASAAEP Disaster Veterinary Care Best Practices Working Group.

Intake:
As an animal enters your emergency animal shelter, you will need to capture vital information to help identify it, verify the connection with owner/owners, and begin tracking its physical and medical progress through your facility. You can also do a quick assessment of any behavioral or other issues that may influence how the animal is processed or housed.

Some of the information you should capture at this point include:

- Species
- Breed/type (e.g. "Lab mix", "DSH" or "hound type")
- Color/pattern
- Size (small, medium, large)
- Hair length
- Sex
- Name (if known)
- Spayed/neutered (if known)
- Approximate age
- Owned/owner contact information
- Vaccination status
- Microchip information if known
- Photograph (preferably with the owner, if present)
- Distinguishing marks
- Physical/medical status (see Triage below)

Standard intake forms have been adopted by most of the national animal rescue and shelter organizations.

You will want to have several people doing intake, including people with clear penmanship (or good typing skills if you are using a computer) and others with good "people skills," so that they can explain the process and respond to any questions or concerns that owners have.

If the animals are being brought in by rescuers instead of owners, try to ascertain where the animal was found or rescued from. Getting good information at this point will help alleviate problems during the animal's stay and will definitely help you reunite the animals with their owners.

You will also want to assign each animal a unique, identifying number at intake, so that you can track the animal throughout the process and document observations or treatment. If a mother dog or cat comes in with a litter, you can use one unique number for the mother (e.g., 165) and then each puppy or kitten would get a letter also (e.g., 165a, 165b).

Be very careful to keep a copy of all intake information safe and secure as this is your primary compilation of information on the animals in your facility! Make backup copies if you can and keep them in a separate area.

Triage:
Whenever possible, triage or physical assessment of each animal should take place at the time of intake. Therefore, it is important for the triage area to be set up in close proximity to, but still separate and quiet from, the Intake area. The ideal staffing would be 2 veterinarians and 2 vet techs per shift, along with one kennel staff member.

Depending on the unique circumstances of individual disasters or emergency responses, the assessment may or may not include:

- A physical exam

- Basic vaccinations

- Deworming

- Flea treatment

- Treatment for minor injuries

- Minimal grooming

- Microchipping

- Vaccinations

During the physical exam, the veterinarian will be looking for signs of upper respiratory illness, stress-related behaviors, aggression, open or abscessed wounds, broken bones, infections of any kind, fleas/ticks, parasites, skin problems, eye problems, gastrointestinal diseases, possible pregnancy, need for decontamination, etc. In most cases, vaccinations will be given upon intake to mitigate the spread of disease. Viruses that can pose a problem in an emergency shelter situation are: Kennel Cough (dogs) and Upper Respiratory Infection (cats). Similar to our colds, these viruses are spread through the air and the hands and clothing of volunteers.

Based on the outcome of the assessment or triage, assisting kennel staff or vet techs will take the animal, along with the Animal Care Sheet outlining daily treatment, to its assigned cage.

After initial intake, triage is intended for animals requiring intensive treatment or observation; simple medical problems (e.g., oral medications BID) are treated by the attending veterinarians in the wards

although the triage area may serve as the location for the central pharmacy. Cases requiring medical care beyond the resources of the shelter should be transported to an appropriate facility as soon as possible. A copy of the animal's information sheet, medical records and any lab work results should accompany the animal.

More detailed information on veterinary care in the shelter environment can be found under the Veterinary Care materials of this website.

Considerations:

- A list of basic equipment and supply needs can be found at http://lsuemergencyanimalshelter.org/operat3.htm#Triage or http://www.dem.ri.gov/animals/heac05.pdf

- Needs may vary from disaster to disaster. The final selection of equipment/supplies is at the discretion of the veterinarian in charge.

- Patient rounds should be held between changing shifts to familiarize the relieving veterinarians with cases.

- A list of supply and drug needs should be provided to the triage coordinator daily to replenish supplies.

Tips:

Things that could be set up ahead of time include:

- Scheduling of veterinarians and vet technicians needed in advance.

- Prior arrangements with other veterinary facilities that might be needed for complicated cases or that require specialized diagnostic or other equipment.

- Identify multiple sources for equipment, supplies, and medications as demand may exceed local resources. Develop lists of veterinary supply companies and local/regional veterinary practices. Place these resources on alert ("pre-order") prior to the event if it can be anticipated.

28 Setting up decontamination protocols

Depending on the type and scope of the disaster, decontamination (decon) of animals may be necessary.

Note: Animal decontamination guidance is also included in a paper prepared by the NASAAEP Animal Decontamination Best Practices Working Group.

Contamination occurs when animals and equipment come into contact with chemical, biological, or radiological agents. This contact could be external, or may involve ingestion of contaminated materials (internal). In addition to help remove contaminants from the animals, decontamination protects personnel and prevents the spread of contamination into the atmosphere, ground water, surfaces or humans and other animals.

In disaster response where decontamination of animals is necessary, ideally there should be a separate location specified for the procedure. Simple and efficient decontamination protocols minimize the risk of contaminants spreading throughout the emergency animal shelter, thereby preserving the health and safety of the shelter's animals, staff and volunteers. An important component of this decontamination procedure is the containment of any runoff water, contaminated equipment and supplies, and decon procedures for those performing the decontamination on the animals.

Of particular concern are floodwaters, which should always be considered contaminated. Water and silt associated with floods often contain high numbers of fecal coliform bacteria, high concentrations of heavy metals such as lead, and a wide range of volatile organic solvents and other compounds which are harmful to humans, animals, and the environment.

Considerations:

- Identify the lead and support entities for animal decontamination in your state or community.

- Ensure that you are coordinating planning and implementation of decontamination procedures under their guidelines and with their participation, if possible.

- In your general planning, consider when and where animal decontamination capabilities will be needed. This will include, but not be limited to:

  - When citizen decontamination is needed and companion animals accompany those citizens.

  - When Animal SAR (search and rescue) teams remove animals from a hazardous site (for instance, the Fukushima area of Japan or cats removed from flooded areas of Arkansas).

  - When animal disease management protocols require decontamination of animals prior to movement (especially across state lines).

- Sheltering staff will benefit from a basic Hazardous Materials (HazMat) training. Your local fire department may be able to help you find training in your area. Additional training should be considered for your shelter management and/or Safety Officer, to ensure that all HazMat considerations are taken into account in the planning and response phases.

- Appropriate Personal Protective Equipment (PPE) should be purchased and in inventory before the need for it arises. Have more than you think you need, as a rip or wrong size can make protective clothing unusable.

- Consider runoff issues when setting up any wash station. If the wash station is inside, also consider any ventilation concerns.

- All infectious materials and all contaminated equipment must be decontaminated before being washed, stored or discarded.

- Consider how you will dispose of deceased or euthanized animals that may have been contaminated. This should be coordinated with the state's Health and Environmental Protection Agency

- Consider ongoing outreach efforts:

    - To inform the public of the proper location to take contaminated animals.

    - To limit the number of contaminated animals arriving at the shelter.

    - To reach large numbers of the public through TV/radio/email blasts/newspaper PSAs (public service announcements).

Tips:

- The success of animal decontamination is, in most cases, dependent upon proper planning and implementation of safety protocols.

- Frequent hand washing with anti-microbial soap and clear water is essential to reduce secondary contamination. All team members should be required to wash hands before exiting the shelter and before eating.

- Washing an animal with liquid dish detergent and clean water is usually effective in dealing with many low-level contaminants. Defer to the veterinary team and/or HazMat team when decontaminating any animal.

- Safety glasses do not protect against splash hazards, so tight-fitting goggles should be used instead.

- The safety officer is responsible for ensuring the appropriate level of PPE that should be worn by personnel involved in the decontamination protocol.

29 Sanitation

Emergency animal shelters can offer challenges to the health and safety of animals and their human caretakers.

Because of stress, utility issues, intermingling of species, and other factors, it is more likely that animals will be exposed to infectious agents, vermin, and other potential threats than they would in their normal environment. It is critical that you take precautions to minimize these threats within your emergency animal shelter.

Diseases can be spread through contact with surfaces (e.g. ringworm); through feces, saliva and other bodily functions (parvo, Feline Infectious Peritonitis (FIP), worms); through the air (Upper Respiratory Infection (URI), Kennel cough), through insect or animal bites (rabies, heartworm, etc.); and other means including fomites.

Additionally, if precautions are not taken to store food (human and animal) properly, it can spoil or become infested. Emergency shelters generally have limited facilities for refrigeration or freezing and, in hot weather, can become a breeding ground for food-borne bacteria.

Human diseases such as hepatitis can also be spread through poor hygiene and improper procedures within the animal shelter.

Building in protection from these threats should be an important part of your shelter planning and implementation.

Biosecurity measures are designed to control and prevent the introduction or spread of disease. Biosecurity measures may include the use of personal protective equipment (PPE), cleaning and disinfecting, isolation of animals and/or vector control measures. Movement control and restrictions may also be necessary for animals and people including visitors, feed delivery personnel and response personnel.

The use of personal protective equipment (PPE) serves as a useful biosecurity measure to prevent or minimize the spread of disease. PPE also serves as a protective barrier to shelter staff and volunteers in situations that involve a zoonotic disease.

Considerations:

- Cleaning and disinfecting protocols should be established and effectively communicated regularly to staff and volunteers. These protocols should be posted prominently in the shelter for incoming shifts, and covered during shift briefings. Contact time per product labels should be followed to ensure an effective level of disinfecting.

- Appropriate cleaning materials should be used and a standardized method of cleaning should be established that limits or prevents the spread of disease.

- If separate staff and volunteers cannot be used for cleaning areas with healthy animals and those areas with animals in quarantine or isolation, then healthy animals should be cared for first and animals in isolation last. PPE such as gloves should be changed, hands should be properly washed, and footbaths should be used when moving from one area to another. Separate equipment should also be used for each area to limit cross-contamination.

- Staff should be trained to wash their hands after touching each animal or its enclosure.

  - If available, staff should wear "exam"-type gloves to clean cages or handle animals, properly disposing of them after each use.

  - Sick animals must be quarantined away from healthy animals. Isolation is used for injured animals; mothers with babies; those recuperating from medical procedures; and other special- needs but healthy animals.

- Consider the setup of the shelter concerning isolation and quarantine. Quarantine areas are completely separate and animals are housed for a specific amount of time. Isolation areas house immunocompromised and diseased animals.

- Determine what the bare minimum vs. ideal isolation scenarios are, such as a separate isolation area for each species and owned animals separated from strays. And consider the type of isolation needed such as respiratory disease isolation vs. 'other' disease isolation.

- Locate isolation areas so that animals can be moved in and out without exposing healthy animals. If an outdoor entrance is not available, consider placing the isolation area in a less heavily trafficked area such as the back of the shelter or where people moving in and out can be regulated.

- Determine how to separate out animals (even if only visually) in a large building design in order to maintain isolation and quarantine areas and minimize cross-contamination.

- Have protocols in place that limit the spread of disease and that address the various routes of disease transmission. Isolate sick animals and use proper PPE, such as gloves, to limit and prevent spread of disease to healthy animals.

- If the ability to organize personnel is possible, using a 'pod system' can be effective. When an infectious disease occurs in one group, that pod can be closed off from the rest of the population. When proper biosecurity is practiced, this structure can significantly reduce spread of disease.

- Isolation areas ideally should have a separate sink for hand washing and treatment purposes, air flow with exhaust separated from other animal housing areas, surfaces and materials that are easy to clean and disinfect, items that are easy to sanitize or are disposable, sanitation systems that do not expose healthy animals in the process (proper drainage systems), complete separation from healthy animals and quarantine areas and cages or kennels that prevent direct contact between animals.

- Clear signage identifying the area as an 'isolation area' is also critical to reduce staff and volunteers from entering.

- Separate equipment and supplies used exclusively for the isolation area is also critical. A designated storage area should also be established to store biosecurity items such as PPE (Tyvek suits, gloves, disposable shoe covers, protective eyewear, gowns/aprons, rubber boots), treatment cart, hand soap and sanitizer, paper towels, garbage bags, garbage can and other specific equipment necessary for this area.

- Removal of animal waste products should be done regularly. These are considered hazardous waste – appropriate precautions must be taken to ensure they are disposed of properly.

- Food stores should be sealed and secured to minimize contamination by insects, vermin or weather. Any contaminated items should be disposed of immediately.

- Establish protocols that include when extremely strict adherence to using PPE must be followed such as isolation areas. Ideally, signage listing the required PPE to enter the area, and protocols for use and disposal of the equipment should be prominently posted at the entrance and exit to the isolation areas.

- Develop training for staff and volunteers on proper use of PPE to limit mistakes such as cross-contamination. Also ensure that staff and volunteers are trained on the appropriate disposal of PPE (e.g. how to disinfect if using rubber boots, using the appropriate trash receptacles in the isolation area to dispose of rubber gloves, Tyvek suits and other items, to prevent these items from leaving the isolation area.

- Safety officers should be aware of all activities in isolation areas and oversee strict protocols.

Tips:

- Understand that "cleaning" and "disinfecting" are different procedures – and BOTH are critical to maintaining a healthy emergency animal shelter.

- Understand that the cleaning step is an essential part of the process, since most disinfectants are inactivated by organic material. Cleaning should always be done FIRST:

  See http://cfsph.iastate.edu/pdf/fad-prep-nahems-guidelines-cleaning-and-disinfection

- Beware of products ending in "-sol" for use around animals - especially cats - because they contain phenol, which is poisonous to cats and can be dangerous for dogs as well.

- Recognize that there is no one product that does "everything."

- Do not mix chemicals or move substances from their original containers to unmarked containers.

- Have MSDS sheets (Material Safety Data Sheets) available for every substance used in the shelter. The Safety Officer should have a copy as well.

- Your emergency shelter should meet Federal OSHA (Occupational Safety and Health Administration) standards on sanitation.

- Consider what surface(s) you are using the cleaning or disinfecting product on – and what effects that substance will have on the surface material.

- Bleach, paper towels and other necessities should be available at all times to disinfect surfaces.

- If animals are identified with serious, infectious health concerns (e.g., parvo), their isolation area should be "Off Limits" to all personnel except those with experience and expertise to care for them. Bleach foot baths and other mechanisms should be set up to minimize escape of contaminants from the isolation area.

- Make sure staff and volunteers are trained in safe animal handling techniques and use appropriate equipment.

- An often-overlooked source for contamination is an ice-chest or cooler. Staff and volunteers who have been working with animals (and probably have not stopped to wash their hands) reach into the ice to pull out a can of soda or bottle of water. They then drink directly from that receptacle – picking up bacteria that have been left in the ice off their hands and those of others. To minimize this danger: assign one volunteer or staffer to "man" the cooler. Wearing gloves, he/she should dispense all drinks from the chest, handing them to the requester.

- Understand that diseases are spread by various routes of transmission including direct contact, indirect transfer by fomites, aerosol, oral and vector transmission. For direct contact transmission, isolation of infected animals and the use of PPE can limit and prevent the disease from spreading to healthy animals. Cleaning and disinfecting measures can be effective in reducing contamination where the route of disease transmission involves oral routes or indirect transfer by fomites. In situations where route of transmission includes aerosols, isolation of infected animals and proper use of PPE can also limit and prevent transmission to healthy animals. Pest management, minimizing tall vegetation and standing water around the shelter may be necessary to limit transmission of vector-borne diseases.

30 Tracking animals

Tracking, both of individual animals and overall census in the shelter are necessary and important aspects of emergency animal sheltering – for both co-located and temporary shelters. You are responsible for ensuring good daily care of the animals, situational reporting on various levels and the reunification of animals sheltered with their owners (or separately) when the emergency situation passes.

Generally, Animal Control is responsible for monitoring the status of animal care response activities and for regularly reporting on the status of response activities and resources to the EOC designate. The shelter manager will either report to Animal Control or be designated to report on its behalf to the EOC.

Considerations:

- Consider how you will identify individual animals in an effort to reunite them with owners. This information should include:

    - Description, including pet name, type and breed, color and sex of animals.

    - Location (city/township) or address where animal was found/rescued. (GPS coordinates from Search and Rescue teams are helpful.)

    - Structure from where animal was rescued.

    - Rescuer's and/or Rescuing Agency's name and contact information.

    - Information from identification tags, tattoos, microchips and collars found on animal.

    - Owner or caregiver, if known, including emergency contact information.

    - Possibility of micro-chipping animals on admission.

- Consider whether you will microchip animals on intake.

- Consider how you will identify where the animal is within the shelter:

    - Via a census list and/or floor plan which lists location information (ID number, area or aisle number).

    - Helpful for the vet team, owner or other need-to-know individuals to find an animal.

- Consider how you will ensure daily care, exercise and well-being of the individual animal:

    - Condition of the animal upon intake and vet care given.

    - If the animal has been eating and drinking, has received any medication or vaccinations, bowel/kidney functions, etc.

- Consider how you will "flag" animals requiring veterinary exam and/or vet follow-up.

- Consider how you will determine ongoing supply needs and other planning efforts:

    - Number of animals in the shelter, what species and individual species needs.

    - Number of animals requiring placement elsewhere after the shelter closes down

- Consider how you will track reporting requirements:

    - Number of animals admitted (list by species).

    - Number of fatalities (list by species).

    - Number of known-owned animals reclaimed by owners.

    - Number of displaced animals claimed by owners.

    - Number of animals unclaimed by owners (list by species).

    - Number of animals requiring placement elsewhere after the shelter closes down.

Tips:

- Take one or more photos of the animal as it is processed into the shelter. Ideally, uses a wipe board with the unique identification number assigned to the animal and photograph it and the animal together.

- Give each crate or enclosure within the emergency animal shelter a unique ID. Ensure that, upon intake, the animal's paperwork reflects where it is being housed.

- Include the unique identifier at every stage and track every movement of the animal within the shelter, to outside veterinary care, or whenever it is moved from the location noted on intake.

- Micro-chipping of displaced owned animals would be a great way to provide a unique identification, but it is generally not permitted without the owner's permission. Check state and local laws.

- Initially, the EOC will require a verbal or written daily reporting of animal census, if not more often. This should also be included in the daily Situation Report.

- Work to minimize confusion or duplication of numbers. Reporting should be as accurate as possible. Coordinate and communicate from one shift to another to avoid confusion or duplicate reporting.

- A useful sample plan is available at www.lsart.org .

31 Providing veterinary care

In addition to providing adequate animal sheltering, a major goal of planners and emergency managers should be the provision of veterinary oversight of sheltered animals and the restoration of veterinary infrastructure to its pre-disaster state or better.

The NASAAEP Veterinary Medical Care Best Practices Working Group has produced a white paper on disaster veterinary care that will be of particular interest to emergency planners. It describes the credentialing and licensing required of animal response teams, and collects best practices and relevant information from various government and nonprofit agencies pertaining to the topics of pre-disaster planning and disaster response for household pets for animal first responders, animal shelter managers, and veterinarians.

32 Meeting the needs of the animals

The entire operation of an emergency animal shelter is geared towards one goal: keeping animals safe and healthy at a time when disaster has disrupted their lives and families. Thus, meeting their needs should be the paramount factor in your planning and operation.

As mentioned in the introduction to this document, members of the NASAAEP Best Practices Working Group on Emergency Animal Sheltering feel strongly that the shelter itself should only be a short-term operation. Animals are not meant to be kept in cages or crates for long periods of time. They will become stressed, depressed and unhealthy if they are confined to small spaces with minimal enrichment, contact with people and the opportunity to exercise and play. For that reason, we strongly encourage a limited-time shelter operation, with as many built-in stress reduction and enrichment elements as possible, and creative options for longer-term care if necessary (see Section 37, "Planning for closing the shelter").

The form that these enrichment elements take will depend on the species and on your capabilities. However, we cannot stress strongly enough our belief that the welfare of the animals depends on having not just food, water and a dry place to sleep, but also is contingent upon the "extra" factors inherent in cleanliness, quiet, compassion, and opportunities to play.

Some things we recommend for any and all animals in the shelter:

- A crate meeting at least minimum humane standards set by the AVMA (and hopefully exceeding those standards)

- Barriers between crates to minimize the stress and spread of disease. The barrier can be as simple as a broken-down cardboard box; a blanket draped between crates; or a stack of boxes.

- Placement of animals with like breeds.

- Placement in environments conducive to their health and wellbeing

- Isolation and quarantine of those animals for whom it is appropriate

- The opportunity to play and use their intelligence.

- Expressions of caring and calm – from a scratch on the head to a stroke of the back to a term of endearment.

- Consistency of care – feeding, watering, cleaning and disinfecting. Animals' stress can be increased with each change of food, personnel or routine. Keep it simple and consistent.

- "Lights Out" time. Regular down-time when all operations but the most critical cease, when lights are turned off and quiet is enforced. Nap time during the day is important, and sleep time at night is critical.

There are other specifics recommendations for particular breeds, which are enumerated below.

Dogs:

Upon arrival, each animal should be evaluated by a veterinarian/vet tech and triaged according to a system of priorities. Depending on the unique circumstances of individual disasters or emergency responses, the care provided for these animals may or may not include:

- A physical exam
- Basic vaccinations
- Deworming
- Flea treatment
- Treatment for minor injuries
- Minimal grooming
- Microchipping

Expect animals in a disaster or emergency situation to be under a lot of stress. The goal is to minimize their stress, while providing them the best possible care under the circumstances. *Use caution and be aware of your surroundings at all times.*

Depending on the circumstances and available emergency sheltering facility, dogs can be exercised in two possible ways:

- Turned out to play in a large exercise pen.
- Walked on a leash in the designated dog walking area.

Only assigned experienced dog handlers will be allowed to walk/exercise large, hard-to-handle or aggressive dogs. These dogs should have CAUTION signs posted on their cages.

Considerations:

- In most cases, vaccinations will be given upon intake or within the first 48 hours to mitigate the spread of disease. Viruses that can pose a problem in an emergency shelter situation are: Kennel Cough (dogs) and Upper Respiratory Infection (cats). Similar to our colds, these viruses are spread through the air and the hands and clothing of volunteers.

- Consider use of the "Buddy System." The buddy system is a procedure in which two people, the buddies, operate together as a single unit so that they are able to monitor and help each other.

- Consider developing procedures for safely capturing an escaped dog.

- Consider feeding guidelines appropriate for species and size. (See Appendix 6)

- Use of enrichment chew toys will depend on many factors and should only be considered when the toys will not present a contagion threat.

- Bedding? Remember that laundry facilities may not be available and bedding used will have to be disposed of on a daily basis.

- Housing for nursing moms should be in an isolated, quiet area providing privacy.

- An inventory of animals should be taken daily and checked against intake/reclaim records.

- Cage cards and Medical/Animal Care Cards should also be checked daily and updated as appropriate.

- Put an ID band (collar) on dog, and a corresponding ID band or number on the crate/cage to avoid mix-ups in similar looking dogs – e.g., a black lab is a black lab is a black lab.

Tips:

- Always consider use of larger crates – even for small dogs.

- Flat-bottomed water bowls or hanging buckets to avoid water spills.

- Required resources for dogs include: Bowls (preferably stainless steel flat-bottomed bowls for water; either stainless or paper trays for food; slip leads; heavy duty Kong-type chew toys appropriate for their size to keep them occupied; and age/size appropriate dog food of good quality to reduce loose stools. Bedding, if available, is helpful, especially in cold climate or with arthritic or injured dogs.

- Behavioral issues should be reported to supervisors and/or vet immediately for assessment.

Cats:

Cats in an emergency animal shelter are generally very stressed. They have been removed from their natural environment, with its familiar smells, sounds and sights. Even if they are sheltered with their human companion(s), cats will react with more stress than dogs when taken from their home and "comfort zone." It's important that they be set up in as quiet and relaxed an area as you can manage.

Often, even a cat that appears to be fractious or "feral" when first brought in to an emergency shelter will calm down within 24-48 hours if allowed peace and quiet, with time to adjust to its new surroundings.

Considerations:

- Cats will need to be housed separately from dogs and other species.

- Cats will need a wire crate large enough to hold a litter box, food and water bowls, a sleeping area, and ideally a place to "hide."

- The usual rule should be "one cat per enclosure", unless it is a mother with kittens; a litter of orphan kittens; or at owner's request for bonded pairs.

- Try to allow cats 24 to 48 hours after coming into the shelter for them to de-stress.

- Don't clean cat areas with products ending in "-Sol" (Pine sol, Lysol, etc.). Ingredients in them can be harmful to cats.

- Wash hands with disinfecting hand soap after touching or cleaning each cage.

- If you are feeding cats from donated food (not brought in by their owners), try to mix different brands in one large tub. (Frequent changing of foods can cause gastrointestinal upset and result in vomiting and/or diarrhea.)

- If the cat is on a special diet or medication, place a prominent note on its cage to ensure all staff and volunteers are aware.

- If the cat is an "escape artist", place a prominent note on its cage to warn handlers to watch for escape attempts.

- Do not allow "visitors" to walk through the cat area. Only staff and volunteers who are assigned to the area should have access to all cats. Visiting families should ONLY interact with their own cat(s).

Tips:

- If the cat appears to be stressed, try to handle it as little as possible the first 24 hours.

- Cats love to hide. Try to provide a space (an open airline crate, cardboard box, homemade hammock with a towel or similar)

- Place a sign on the cage (also a towel – see highly recommended resources, below) to caution staff and others to speak quietly and avoid handling incoming cats. Even if it appears unfriendly, DON'T label the cat "feral" until a thorough evaluation can be done 24-48 hours after intake.

- Mother cats should be housed with their kittens (especially if the kittens are still nursing). The Mother cat should receive extra food, including wet adult and/or kitten food, and an area where she can rest, away from the kittens.

- Cats that appear to be ill (especially signs of upper respiratory – sneezing, discharge from nose and/or eyes, etc.) should always be housed in an isolated area, away from apparently healthy cats. Contact with isolated cats should be limited to those caring for them, and hand sanitizer should be used after handling each cat/kitten.

- When your team is planning how many wire crates you will need for the shelter, always get the majority of crates in Large or Extra Large. These will accommodate the needs of cats as well as larger-breed dogs.

- Required resources for cats include: bowls (preferably stainless steel for water; can be stainless or paper for food); litter box, litter and scoop; feline-and age-appropriate food (kittens may require canned food; have a manual can opener just in case).

- Highly recommended resources for sheltering cats include: towels – can be used to drape over cage for privacy, wrap cat to handling, create soft bed on crate floor, or made into a "hammock" for cat comfort and privacy; cat gloves for handling fractious cats; cat net for capture in case of escape from crate; feral cat handling system (NEVER USE CATCH POLES ON CATS); newspaper, cardboard, sheets, blankets, etc. can be used to drape over cage for privacy; boxes or carriers that fit in the crate, that allow the cat(s) a place to hide within the crate and help the cat(s) calm themselves.

- Often a local store (Wal-Mart, Target, grocery store) will be happy to donate boxes from merchandise they have received and shelved. A hole is cut in the assembled box and the cat can hide/rest inside comfortably.

- Each cat should have a unique identification number.

- Kittens with a mother cat are often given numbers related to her to help identify them (for instance, if the mother cat is number 32, the kittens could be 32a, 32b, etc.). If possible, the identification number can be placed on a collar (see Resources). However, the identification number should also be placed on the crate, as the cat may be able to remove the collar. The ID should also be on all paperwork relating to each cat.

- The daily care sheet should also be placed on the crate. Best practice is to use a clipboard, and if possible place the paperwork into a plastic sheet protector, to avoid having the cat reach out and shred the paperwork.

- If a cat appears ill or exhibits behavior or symptoms that should be seen by the veterinary team or shelter manager, a note should be put on the daily care sheet and the information given to the appropriate authority in a timely way.

Birds:

- Birds, ferrets, rabbits, and rodents are temperature-sensitive and cannot get too cold or too hot.

- Many of these animals are also stress-sensitive and may be difficult to handle or dangerous.

- Many of these animals require skilled animal handling techniques. These animals, especially some of the birds can range from small and delicate to extremely dangerous. As with other animals, they could carry zoonotic diseases.

- Captive birds often cannot survive if they end up outside on their own. They lack skills and knowledge regarding how to obtain food and water, and what foods are safe or toxic.

- Birds can be aggressive and can use their beaks to bite or attack. Parrots are considered the most intelligent and can pose the biggest problems if not handled properly and with extreme caution. Because they have such powerful beaks, it's best to cover them with a towel and use gloves when handling. If possible, the whole cage should be removed with the bird in it and transported to the emergency shelter. They are very sensitive to drafts, so a room away from doorways and traffic is ideal.

- Large birds, such as emus and ostriches, may kick; raptors may use their wings or talons as weapons. Only a professional should attempt to handle a raptor. Use a towel to reduce stress and struggling, and gain control of the feet first.

- Small caged birds are easily startled. The entire cage should be removed with the bird and transported to the emergency shelter. Cover the cage with a towel to reduce stress and avoid exposure to drafts. Small birds can bite, so gloves may be necessary. Because they are small and delicate, they should be handled only when absolutely necessary and held gently but firmly to avoid escape.

- Poultry, including fighting birds, need to be handled gently and cautiously. Cover to avoid stress, and gain control of the feet first to avoid pecking and scratching.

- Geese and swans use their beaks to pinch and their wings to batter would-be rescuers. They are very aggressive when with young. Water and wading birds have sharp pointed beaks and attack toward the face and eyes of would-be rescuers. Safety glasses should be used as a precaution.

Considerations:

- Remove cages with the birds.

- Supplies should include gloves, safety goggles, nets, and large towels, newspapers to line cages, appropriate seed for species, Quick-Stop to stop bleeding, food/water bowls.

- Birds are sensitive to air quality. A bird replaces nearly all the air in his lungs with each breath. Because of this, they transfer more oxygen and more pollutants with each breath, and therefore, should not be exposed to cigarette smoke, chemical fumes, Teflon-coated materials and cleaners.

Rabbits:

Rabbits are prey animals and easily stressed. If panicked, they will run into walls and fences resulting in serious, possibly fatal, injuries. They can die easily of heart failure if overly stressed. Rabbits will thump when they are not happy, and they can bite, scream and growl. They also have a delicate digestion and cannot vomit. Their diet should consist of no more than ½ pellets and a variety of leafy vegetables.

A great source of information about rabbits is the House Rabbit Society – at www.Rabbit.Org.

Carrying a rabbit is similar to carrying a cat, but rabbits are more fragile. Remember they have very powerful legs and sharp claws and teeth. Do not lift or hold by the ears, limbs or tail. Be sure to support the chest and hindquarters and hold very close to you for control and comfort. A towel can be used to wrap all four legs and the body into a "bunny burrito". Gentle stroking and covering the eyes can be hypnotic and help calm the rabbit.

Considerations:

- Housing for rabbits needs to be in an area separate from dogs and cats, and must provide a quiet, draft-free environment with room to move around as well as sleep and eat.

- Supply resources include a pole- or throw-net, folding day pens for exercise, litter boxes for litter training, bowls for pellets and a drip water bottle.

- Free-feed alfalfa or Timothy hay, and portions of timothy-based pellets and fresh vegetables (see the list at the House Rabbit Society website). Have fresh water available at all times.

- Be careful with fruits (some are good, some bad). Never feed a rabbit chocolate, bread, crackers or other potentially toxic foods (see http://rabbit.org/what-to-feed-your-rabbit/ for additional feeding tips.

- Stress signs include rapid breathing, enlarged eyes, shaking, screaming, tightening into a ball, teeth grinding, and thumping feet.

Tips:

- Keep rabbits housed away from drafts, barking dogs or loud noises.

- If transport is necessary, transport in the truck cab with you.

- Never place more than 2 rabbits in a carrier together. Rabbits can crush or suffocate each other due to fear.

Ferrets:

Ferrets are very social creatures and can be very affectionate. But ferrets, like rabbits and birds and other pocket pets, are susceptible to stress, and can become physically ill with ulcers and other illnesses if their needs are not met.

Proper housing is important. It is preferable to rescue ferrets in their own housing, if possible. They will fare much better in the housing that they are accustomed to. Caging with a solid floor is best. Avoid using any caging made from galvanized metal, as its dust particles contain zinc, which is toxic to ferrets. Ferrets can be messy, but they like clean cages, so cages should be cleaned two times a day. Bedding should consist of fleece or cotton, or a small pet bed. Do not use towels or fabric with loops, as their toenails will get caught. A hammock (using fleece or cotton) can provide a warm, comfortable bed, hiding spot, and comfort.

Ferrets are meat eaters, requiring a diet high in meat protein and fats with essential minerals. Ferrets have a short digestive cycle, making it difficult to break down plant proteins such as corn. Ideally, they should only be fed ferret kibble. Treats can be bits of cooked chicken or turkey or poultry baby food. Avoid foods containing dried fruits or vegetables.

Most ferrets can be picked up by sliding one hand under the ferret's chest and gently lifting while supporting the hind end with the other hand. Another easy way to handle the ferret is to carefully scruff the ferret on the back of the neck behind the ears with one hand, while placing the other hand under the ferret's bottom and legs for support. It is also easy to cradle the ferret in your arms.

Considerations:

- Supply resources include cages at least 18" high x 18" deep x 30" wide; a litter box, food bowl, water bottle, hammock and bedding, and appropriate ferret kibble.

- Litter boxes can be filled with shredded paper. Do not use cedar or pine shavings, as they are toxic if ingested. Clean litter box twice a day.

- Do not use Lysol or similar chemical solutions containing phenol, as they can be toxic. Warm soapy solutions such as Dawn dish detergent are best. Rinse well and dry thoroughly.

Tips:

- Ferrets are smart, and can be very active in their crates. Use water bottles rather than bowls for water to avoid spillage. If bowls must be used, monitor carefully to ensure they haven't knocked it over Keep water fresh.

- Free feeding is better than rationed portions, especially for young ferrets. Check for kibble several times a day.

- Ferrets get bored easily and require exercise several times a day. Ensure that they are in an enclosed room to avoid escape.

Pocket Pets:

Small animals like guinea pigs, hamsters, etc. may be brought into your shelter. If you have the expertise and staff to care for them appropriately, and the space and equipment needed to house them, then include them in your planning. If you don't have this expertise and appropriate gear, partner with local groups or individuals who specialize in each breed and develop cooperative agreements with them to provide needed services or staffing.

Guinea pigs are sociable pets. They are the gentlest of all the pocket pets and love to be petted and handled tenderly. Guinea pigs should be kept in the housing in which they were rescued. Their cage size should be at least 18 x 24 inches, and made of wood or wire with solid flooring. Guinea pigs can be housed together – females with neutered males – but avoid housing males together, as they can be aggressive. Preferred housing temperatures should be around 70 degrees. Guinea pigs may squeal when picked up. Use two hands – place one hand under the abdomen and chest and the other under the hind quarters to support the weight.

If stressed or sick, guinea pigs can develop a vitamin C deficiency, or scurvy. This is a common and preventable disease. Signs include drooling, weight and hair loss, painful joints resulting in a reluctance to move. Treatment of daily doses of Vitamin C can help.

Considerations:

- Dogs, cats and rabbits may carry Bordetella. Guinea pigs should be housed separately to avoid contracting Bordetella. Like most small animals, they are susceptible to drafts and drastic changes in temperature. A warm, draft-free but well-ventilated environment should be provided as well.

- Supply resources include:
  - Bedding made of recycled paper, straw or hardwood shaving – do not use cedar or pine shaving;

  - Toys such as toilet paper or paper towel rolls – do not give hard wood or metal toys;

  - Guinea pig pellets, grass hay (timothy), vitamin C daily, parsley, apples citrus fruit, treats such as green leafy vegetables – NOTE: do NOT use seed and fruit mixes.

Hamsters too should be kept in the housing in which they were rescued, if possible. Otherwise, use appropriate caging with enough room for them to move around, eat and sleep. Keep hamsters in separate housing unless they were already housed together when rescued. If they were not, do not house together, even if they are from the same household. Find a draft-free, quiet location away from barking dogs and other shelter noises.

Hamsters can bite when picked up. Biting is normally from stress or fear. Excessive noise can also bother a hamster. Use a calm and soothing voice and demeanor. When picking up the animal, use two hands. Place one hand under the abdomen and chest and the other hand under the hind quarters to support the animal's weight. Securely hold the animal, but do not apply undue pressure.

Tips:

- Basic animal care including feeding, housing, preferred room temperature, bedding, toys, etc. are similar, if not the same, as that for guinea pigs.

Reptiles:

Reptiles are unlike any other type of animal you are likely to shelter, and they require specialized knowledge and a unique perspective in order to care for them well. Even though they are sometimes kept as "pets", they remain wild animals. Whether the animal is a 100 pound constrictor snake capable of killing an adult human or a 10 gram gecko lizard that may die of a heart attack when picked up by a human, each is responding according to its native instincts as a wild animal. These instincts have developed over the millennia that reptiles have lived on the earth.

The most important consideration in sheltering reptiles – should you choose to do so – is to provide a heat source for them. Reptiles are poikilothermic, which means they are dependent on external sources of heat for maintaining their biological functions. Use only appropriate appliances to avoid overheating the reptile or starting a fire – but do position a heat source close enough to the reptile for it to absorb the heat. This cannot be stressed enough as the absolute top concern when trying to provide for the physical health of a reptile.

Body temperature is critical to the daily metabolism of food, operation of organs, and survival of the animal, but it is also the primary tool for treating illness or injury. Reptiles cannot create, maintain, or store their own body heat. They are 100 percent dependent on their environment to provide this source-of-life 24 hours a day.

Some reptiles also require a semi-aquatic environment to maintain their health and well-being.

Considerations:

- Without the appropriate amount of heat for the appropriate period of time each day, reptiles cannot metabolize their food. When they do not metabolize their food, it may rot inside of them, harden and cause digestive blockage, or lead to anorexia or dehydration. Any or all of these conditions may cause illness or death.

- Without the appropriate heat gradient (range of heat within their environment) they will not be able to thermoregulate (adjust their body temperature throughout the day to heat up or cool down as needed). This can lead to stress, distress, illness, overheating, or death.

- When a reptile is sick or stressed (which should be assumed when an animal enters a shelter), the first thing that should be done to treat the condition is to raise the overall heat gradient, both day and night, by 10 degrees. In the case of illness or infection, this does for the reptile what having a temperature does for a human being. In the case of stress, it stimulates the metabolism, appetite, and other bodily functions to help keep the animal alive. When a reptile is not kept warm enough, its metabolism slows down, which can lead to illness, and can eventually shut down, leading to death. This is a natural survival instinct in the wild but can prove to be deadly in captivity.

- In addition to the five senses mammals have, reptiles have an additional set of sense organs, called the Jacobson's organs, which are olfactory organs located toward the front of the inside top of the mouth of lizards and snakes. By tongue flicking or touching, reptiles take samples of the air into their Jacobson's organs, which they then use to detect smells, identify the type and location of prey, sources of danger, familiar objects and creatures, changes in its environment, etc. Animals use tongue flicking and touching to explore unfamiliar things in their environment, or to reaffirm familiar things such as food, furnishings, and humans.

- Some reptiles, such as all snakes and some species of geckos, have no eyelids. For captive care of these animals, it is important to pay particular attention to providing appropriate water sources (quantity and delivery method) so the eyes do not get dehydrated, and to provide plenty of visual/privacy screens to minimize stress due to visual stimulation. Also, the eye is covered with a thin, transparent skin that should shed as the rest of the animal's body sheds.

- Green iguanas and Chinese water dragons have what is commonly referred to as a "third eye," or parietal eye that appears in the middle of the top of the head. While the parietal eye does not see images, it does sense light and heat, which means it plays an essential role in the animal's ability to properly regulate its body temperature. It also aids the animal's defensive mechanism by providing warning information about the possible presence of a predator.

- Reptiles do not have the typical facial appendage we conventionally think of as a nose, but they do have two nostrils called nares that serve fundamentally the same purpose. In general, any visible discharge coming from the nares of a reptile is probably a sign of illness and should be evaluated by a veterinarian immediately. An important exception to this however, is that herbivorous lizards (e.g., green iguanas) regularly "sneeze" out excess salt. This is normal, necessary, and no cause for alarm.

- Some reptile tongues are sticky (e.g., green iguanas, chameleons) to aid them in bringing food items into their mouth. This is important in a captive environment because reptiles with sticky tongues often inadvertently ingest foreign objects that can cause blockage, constipation, and death.

- Most reptiles do not have vocal cords and therefore cannot make any sounds. However, like always there are exceptions to this rule, such as some geckos can make a fairly loud barking-type sound. In general, any sounds made by reptiles may be interesting but should not be cause for alarm.

- Shedding. All reptiles must shed their skin in order to grow. This process is formally called ecdysis. Snakes normally shed their skin all in one piece, while most lizards shed in pieces and turtle skin tends to flake off. Some lizards, such as geckos and chameleons, eat their skin (possibly to reclaim potentially lost vitamins and nutrients, or maybe to leave no evidence of their presence to potential predators) but most do not.

- When a reptile appears to be having difficulty shedding, it is an important sign of a potential health problem. You should never pull a reptile's shedding skin off, but you can aid the shedding process by increasing all appropriate means of hydration.

Tips:

- If you decide to shelter reptiles, make sure you have someone on your planning team and operations team who is trained to care for them, and that your veterinary team includes a specialist in exotics and/or reptiles

- If you have internet access, search for groups or clubs that specialize in reptiles. They can be an great source of information and help for your reptiles.

- Reptiles shed salmonella – so it is very important to stress sanitation protocols for anyone handling a reptile – including hand-washing and protective clothing.

- Many constrictors are large, though not poisonous. The danger from them is in their ability to squeeze their prey to submission or death. Those who handle them should be experienced and comfortable with their capabilities, and understand how to avoid injury.

- Venomous snakes are used to guard drug operations, and may be uncovered when law enforcement or emergency responders search the house or other structure in which they are kept.

- Use cloth bags or pillowcases to carry small non-venomous snakes, lizards and frogs. This will allow for control within a breathable "container."

- An excellent resource for information on feeding, housing and basic care of reptiles can be found at: http://www.americanhumane.org/assets/pdfs/animals/operational-guides/op-guide-reptilecare.pdf.

33 Ongoing logistics

Each disaster and each emergency animal shelter has a "life-cycle" – from the time of first adrenaline rush and frantic activities, to a period when it appears to settle into a routine, to bumps and challenges, to bringing closure. As this life-cycle progresses, you are likely to find that your needs will change (as will your resources!). This includes both personnel and supplies.

Anticipate your personnel needs and schedule enough time to get people to you when needed. Also work with your Planning Section Chief to make sure projected needs are met. Recognize that everyone will want to participate at the outset of a disaster response, but you may find that, as the response goes on, interest in contributing (time, resources, etc.) diminishes.

Try to engage people with a talent for logistics as part of your animal shelter team. They will be the ones who will relish finding the pallet-jack, or recruiting new people on Week 3 to clean cages, or anticipating your pet-food needs for the coming week.

Considerations:

- Think beyond today and tomorrow. It will minimize stress and cost to anticipate your needs for 72 to 96 hours out and beyond and have plans to fulfill your needs.

- Work through the ICS system to see if what you need is available through that avenue. Use appropriate forms and protocols to request materials. If you have extras of some items you won't need, let the Logistics Officer know so that they can be shared.

- Shipment of goods may be impacted by the scope of the disaster. Can you get what you will need through conventional shipping methods?   Will you need to rent a truck or other vehicle to transport goods and/or animals? Will staff and volunteers be able to get to your location if all flights are booked?

- Recognize that, if the Federal government is involved, FEMA requests may take precedence with suppliers.

- Coordination with other groups is essential. On the national level, voluntary organizations coordinate on daily calls with FEMA on resources, logistics and unmet needs at all levels.

- When anticipating human resource needs, be sure to ask volunteers well in advance of when you actually need them. Everyone needs to cover their own family needs before setting out to help with the shelter.

- When you deploy personnel or volunteers, ask them to bring essential self-sufficiency items (medicines, snacks, water)

- Understand that, if you need something from outside your area or request something through the chain of command, it will take some time to get to you. The faster you need it, the more you will pay (if it's even possible to get it in a short time frame)

- Know that, in a large-scale disaster, some things may simply not be available. Be creative in finding alternatives.

Tips:

- Plan in advance – have multiple sources for what you truly need.

- Can you find a local source for what you need? Purchasing locally will help keep the economy going in the impacted area.

- Always ask – the worst that can happen is they say "no".

- Be flexible.

- Be grateful.

34 Routine procedures for animal care and human health

An animal shelter set up in the midst of a disaster can be an inherently dangerous place. Whether it's a pet-friendly shelter where the owners help to care for the animals, or is a temporary emergency animal shelter where the animals coming in have unknown histories and must be cared for by your staff and volunteers, you need to anticipate that the animals will be stressed, will come in contact with unrelated and strange "others", and may become sick or injured.

Upon arrival, each animal should be evaluated by a veterinarian/vet tech and triaged according to a system of priorities. See Section 27 Setting Up Intake/Triage Systems, and also the Veterinary section of this website.

During this triage exam, it is critical that you wash your hands (use hand sanitizer) after handling each animal (you do not have to sanitize your hands between the handling of puppies and kittens of a singular litter).

Other diseases can spread by direct contact (nose to nose) and through direct or indirect contact with feces, such as intestinal parasites and parvo virus, which is highly contagious and has an extremely high mortality rate. Distemper and panleukopenia (feline form of canine parvo virus) also pose huge problems. These diseases can spread like wildfire in emergency sheltering operations where large numbers of animals of unknown backgrounds are housed in close quarters. Severe outbreaks could necessitate euthanasia.

Staff and volunteers who come in contact with an animal displaying any of the symptoms listed below, MUST document the behavior on the Daily Animal Care Sheet and report the situation to their Supervisor immediately. Some common signs of illness in dogs and cats that may warrant veterinary care:

- Eyes are watery, appear swollen, or show discharge.

- Ears appear red or inflamed, show discharge, or have a foul odor.

- Nose shows discharge (mucous, blood, or pus), or is crusty, congested, or blocked.

- Gums are swollen or inflamed, teeth are loose or brown, or mouth has a foul odor.

- Animal is sneezing, coughing, or wheezing.

- Animal has fleas or ticks, skin shows swelling or lesions,

- Animal limps, or animal is thin or obese.

- Animal has wounds or abscesses, or body temperature is abnormal.

All volunteers who handle a sick animal must use disposable gloves and clean their hands with a disinfectant. Use paper towels instead of cloth rags to dry your hands, and wrap the gloves and paper towels in a plastic bag for disposal when you are finished. If your clothes come in contact with a sick animal, you must remove them and wrap them in a plastic bag. After a sick animal is moved out of a cage or run, the cage must be thoroughly disinfected.

Tips:

- Wash your hands between animals.

- Do not let animals housed apart interact or touch noses, and keep them as far away from each other as possible.

- Immediately pick up all feces when a dog goes to the bathroom.

- Use bleach and water solution to wash any cement or solid surface after picking up feces. Any time you use bleach solution to disinfect – the area must be rinsed thoroughly.

- Dispose of used mop bucket water appropriately, rinse bucket thoroughly and refill with clean water and disinfectant or bleach as directed by your supervisor.

- Wash the laundry and dishes according to the posted written protocols.

- Do not leave dirty dishes lying around – take them to the dirty dish bin immediately.

- Change trash liners on a regular basis.

- Report any animal that appears sick to your supervisor.

35 Emergency planning within an emergency

Depending on the nature of the disaster for which the emergency animal shelter has been opened, it is possible that additional hazards or situations may be generated which require a "Plan B" (for instance, after Hurricane Katrina, while the emergency animal shelter was still open in Gonzalez, Louisiana, Hurricane Rita hit nearby and required the evacuation of non-essential personnel for two days until the storm passed. Likewise, in Japan in early 2011, an earthquake was followed by a tsunami, then a radiation emergency, necessitating changes in strategic and tactical planning and operations). Severe storms often trigger massive power outages or damaged infrastructure, and floods will caused many secondary problems including water-borne diseases, hazmat contamination and structural collapse.

Considerations:

The location of the emergency animal shelter should be, to the greatest extent possible, chosen so as to minimize the effect of secondary or cascading negative occurrences.

- Those charged with the planning and operations of the emergency animal shelter should retain vigilance and communication with emergency management regarding possible additional hazardous situations, and prepare alternate arrangements should the shelter, its people or animals, or its operations be compromised.

- The Operations Safety Plan should include identification of any potential threats (natural or man-made) that could impact the safety or security of the shelter staff, animals, families or structure. It should also identify closest available Emergency Medical facilities (both human and animal) and Safe Area.

- The Safety Officer of the shelter operation should be in constant contact with peers in partner organizations to maintain situational awareness

- Certain incidences – for instance, a cat bite, medical emergency or serious injury – constitute an emergency situation and require immediate medical intervention.

Tips:

- The Safety Officer should be informed of, and should inform the incident commander, of any and all potential threats to the health and safety of personnel, animals and operations of the Emergency Animal Shelter.

- A battery-operated weather radio (with plenty of batteries) or a crank weather radio should be part of the essential gear in an Emergency Animal Shelter. Flashlights (again with backup batteries) should also be included in the essential gear box/bag.

- Plans for each incident operational period should include an alert system for possible hazards.

- All personnel should know what to expect in terms of communications or alerts for possible dangerous situations (e.g. text alerts; whistles, hand-held radios)

36 Reuniting animals displaced from their families

Emergency animal sheltering protects and cares for animals that have evacuated, or been rescued from, a dangerous situation. The hoped-for end to this process is the reunification of the animal(s) with their families or caregivers. Every effort should be made to locate the families and provide them with the opportunity to reclaim their animal(s) so that they can begin their recovery from the disaster.

In large-scale disasters, it may not be possible to find available housing for displaced persons that will accommodate their reclamation of their animals. In these cases, rather than keep the emergency shelter open, we recommend that you look to other alternatives.

One alternative that has been used in at least two major disasters (the 2011 historic floods in Minot, North Dakota and 2012 Superstorm Sandy in New Jersey) is for the sheltering agency to advise and facilitate a short-term Foster Care program. The agency does not, and should not, be a legal party to the arrangement, but can make available to the animal owner and potential foster caregiver their experience and templates for agreements. The program in New Jersey was initiated by St. Hubert's Animal Welfare Society. A website was set up – www.fosteraSandypet.org – where owners and foster volunteers could seek each other out. A suggested template for the foster agreement was available on the site, but St. Hubert's had no legal role in the transactions that followed. In Minot, where the smaller community meant more people already knew each other, the Souris Valley Humane Society offered those interested a copy of the suggested agreement and let them work things out.

Considerations:

- Keeping track of animals in an emergency shelter environment (including any veterinary or other off-site services) is key to reuniting them with their families.

- If owners are in the same room or nearby, they can help care for their animals throughout their stay at the emergency shelter. It should therefore be easier to ensure that the animal is tracked on a regular basis.

- If owners are not available to help, it will be even more critical for those operating the emergency animal shelter to maintain control of the animals and security of the shelter to ensure that your custody of the animals can be relinquished to their rightful owners when they are ready.

- If animals came in without their owners, try to capture as much information about where the animal was when found; any distinguishing marks or physical attributes; age and sex; breed; and other information so that you can positively identify animal/owner relationship (see section 27 on shelter intake procedures, p. 58).

- Verify the ownership of the animal(s) by carefully checking the ID of the animal with the wristband or other documentation you gave the owner when the animal came in.

- Microchip (see Veterinary Section).

Tips:
- Reunification of families is the happiest part of the emergency animal sheltering experience.

Make it an event! If it is a large facility, consider communicating with a signal (a bell, whistle, horn, etc.) that a reunion has taken place, so that all personnel can join in the great feeling! (After Katrina, the emergency animal shelter in Mississippi mounted a ship's bell on the side of the building. Each time an animal was reclaimed, the bell was rung to alert every one of the happy ending.)

- If the owner did not bring the animal(s) in, but comes to find his/her animal, make sure you do an initial interview with the person before taking him/her to view animals in the shelter.

- As part of the process of determining whether it is their animal, ask the owner if they have a photo of the animal(s) – or, ideally, a photo of a member of the family with the animal(s).

- Have a staff member accompany the owner(s) at all times – they should not be allowed to "shop" any animals other than the one(s) they believe might be theirs. Observe the reaction of the animal(s) to the owner and ask the owner for any verification they have to prove their ownership before relinquishing the animal.

- If any physical, medical or other condition of the animal was noted during its stay in the emergency animal shelter, make sure that information is conveyed to the owner(s).

37 Planning for closing the shelter

Planning for closing the shelter should begin almost as soon as the shelter is set up.

Recognizing that the need for the emergency shelter will wane as the community begins to move from the response to the recovery phase, it's best to begin to think about the "arc" of your operations and consider how and when you will demobilize as part of your initial planning. Help your community to understand that this shelter is a temporary resource. As needed, plan for an implement "bridge" activities that can assist in returning the animals to their families or placing them in permanent good homes.

The actual demobilization date will, in all likelihood, change from this original plan – but you will have thought through, and begun to prepare for, the closing of the shelter and the myriad concerns that go with that operation. Among these are:

1.   Communication issues:

    a.   How will the closing of the shelter be communicated – to owners, to stakeholders, to the community at large?

    b.   How will the closing be coordinated with other disaster groups (for instance, the Red Cross, if it is managing the human shelter)?

2.   Animal-related:

    a.   Continued care of sheltered animals – owned and un-owned:

        i.   Who owns the animals? Do you have relinquishment of those who are unable to be returned to their owners?

        ii.   Has the "Hold" period for unclaimed animals expired?

        iii.   Long term follow-up with identification of issues related to sheltering

        iv.   CVI/Health certificates for interstate movement

    b.   Use of an established, well-monitored and well-managed foster care network for the extended care of owned and un-owned animals:

        i.   Considerations for extended foster care

            1.   Legal ownership: Who owns and is responsible for the animal?

            2.   Who makes medical decisions, and who pays?

            3.   Determine whether the original owner wants to have the animal returned to it, and whether they are physically, emotionally and financially able to care for it.

            4.   What is the agreed-upon time frame for foster care?

            5.   Written agreement for foster families agreeing to the relinquishment of animal to original owner and carefully outlining rights and responsibilities of all parties.

      6. Can you facilitate agreements directly between the owner and the foster-caregiver, taking your organization out of any legal responsibility?

  c. Should you consider an "Adopt-a-thon" within the community?

  d. Relocation of sick and injured animals to appropriate, "vetted" permanent facilities (Shelters, rescue groups, etc.)

  e. Information management:

    i. Animal movement tracking/disposition

    ii. Records retention

    iii. Health certificates for interstate movement of animals

    iv. Detailed written records should be maintained should reimbursement for eligible expenses become available

    v. Public information

  f. Reimbursement for expenses:

    i. When are expenses no longer covered?

    ii. Keep records of staff and volunteer hours and communicate these to local emergency management officials. If a presidentially-declared disaster, the community can count these volunteer hours towards the local contribution to the cost of the response.

  g. Disbursement of durable equipment/food/supplies. If it is not something your organization needs, consider donating it within the community for use by disaster survivors or in future disasters

3. Volunteer and staff management:

  a. Orderly demobilization based on shelter needs (make sure you keep enough good people to clean the facility)

  b. Travel and transport issues

  c. Follow up on injuries or other incidents

  d. Evaluation and debriefing

  e. Critical Incident Stress Debriefing

  f. Thanks!

4. Clean-up of the shelter facility:

  a. Thoroughly remove all vestiges of shelter operation

  b. Ensure that no damage has been done to the facility by the shelter operations. If damage has occurred, repair or replace as needed.

  c. Clean the facility to its prior-to-sheltering condition (or better!)

d. Confirm with the facility owner that the clean-up is acceptable

5. Mitigation strategies for future disaster/emergency situations:

   a. What are the lessons learned in every area of the sheltering operation?

   b. How can lessons learned be incorporated into the planning for the next disaster response operation?

38 Working towards long-term recovery

Disaster recovery typically occurs in phases, with initial efforts dedicated to helping those affected meet immediate needs for housing, food and water. As homes and businesses are repaired, people return to work and communities continue with cleanup and rebuilding efforts. The transition into the recovery phase may coincide with the demobilization of human shelters and the reunification of animals with owners. The objective of the recovery phase is to return a community to normalcy and to incorporate mitigation strategies to reduce or prevent the impact of future disasters. In the case of pets, recovery strategies should always consider the special needs of pet owners and provide opportunities and tools for pet owners to participate in mitigation strategies and contribute to the recovery effort.

The recovery plan envisions a complete and thorough assessment of the community's permanent animal sheltering needs. It should provide a description of available programs and resources that various state, federal and local agencies, the private sector and non-governmental organizations (such as volunteer organizations, faith-based and civic organizations), may apply during the recovery process.

For the purpose of this plan, recovery includes the development, coordination, and execution of service and site restitution plans and government operations and services directed toward animal sheltering. Recovery efforts also include individual, private-sector, non-governmental and animal assistance programs and services which may provide long term care and treatment to affected animal populations. Effective recovery planning evaluates the incident to identify lessons learned, post-incident information management, and the development of initiatives to mitigate the effects of future incidents.

The recovery plan is designed to identify the scope, concept of operations, planning assumptions, recovery organization and the general activities and responsibilities of impacted local governments, selected state and federal agencies and non-governmental organizations (NGOs), to support and effectively manage recovery activities directed at animal sheltering in the aftermath of a major emergency or disaster. Further, this plan will identify some of the lines of coordination that might be used to implement appropriate recovery measures.

The plan will outline the basic framework under which the various recovery agencies will operate, leaving the specific and detailed actions to each agency or organization to implement based on the recovery needs of the community and their regulatory authority, fiscal and other resources. The plan will serve as a guide for decision-makers as they commence the long-term recovery process.

The specific measures taken by the state to support a disaster impacted community, including assistance requested from the federal government and NGOs will be tailored to the community's long-term recovery needs. The scope of the recovery plan will include, but not necessarily be limited to:

- Identifying the lines of coordination in transitioning from short-term to long-term recovery.

- Creation of an organizational framework that facilitates the effective coordination and use of state, federal, local and NGO's resources in a manner that provides maximum benefit for the disaster area.

- Assessment of long-term recovery needs.

- Identification of roles and functions of local, state and federal agencies and non-governmental agencies.

- Coordination of information and instructions to the public, including allowance for optimum public input.

- Development of a strategy to identify a wide array of post-disaster recovery and hazard mitigation activities.

- Rebuilding essential and critical public facilities and services that support animal sheltering, including public infrastructure damaged or destroyed by the disaster emergency.

- Re-establishing an adequate supply of animal sheltering facilities to replace those that were severely damaged or destroyed.

- Re-establishing the capability to perform and sustain adequate animal sheltering in those communities that have lost previous capabilities.

Finally, the plan is designed to take maximum use of the appropriate Emergency Support Functions (ESFs) of the National Response Plan, especially ESF #14.

Considerations:

- The State will provide and coordinate long-term recovery assistance to local governments through state and federal agencies and NGOs in a manner that best addresses the needs of the impacted community.

- Community input will be encouraged and supported as an indispensable component of the long-term recovery effort.

- The State will use all its available resources to assist local governments, businesses and citizens in recovering from the impacts of a major disaster.

- As appropriate, hazard mitigation and prevention measures will be incorporated into recovery activities in order to improve the impacted community's ability to withstand similar disasters in the future.

- Impacted communities that do not have hazard mitigations plans should be required to commit to, and undertake such effort in order to be eligible for various disaster mitigation funds that require mitigation plans as a pre-requisite for project funding.

This plan is predicated on the premise that a significant natural, technological, or human-caused disaster may result in severe damage to transportation systems, utilities, public buildings, housing, businesses and the environment. Depending on the type and extent of such a disaster, undesirable long-term health effects above established health standards may have occurred. The recovery plan will be implemented following a disaster requiring short-term and long-term recovery activities and may incorporate Emergency Support Function #14 of the National Response Framework. Although this response plan focuses on long-term recovery, it can be referred to after routine disasters.

The following constitutes some of the key assumptions on which this plan is based:

- The magnitude of a disaster may lead to long-term animal sheltering needs because owners continue to be displaced from their homes and there may be limited pet-friendly temporary housing available.

- A percentage of the sheltered animal population may require continued veterinary care and monitoring.

- A percentage of animals present in short term emergency animal shelters may be un-owned or unclaimed.

- The disaster has overwhelmed the capabilities of the State and the impacted local jurisdiction(s).

- The implementation of effective long-term recovery measures requires detailed impact assessments and planning as precursors to redevelopment; such efforts cannot be accomplished in a short time.

- Transportation infrastructure may have been damaged and local transportation services severely disrupted.

- Commercial telecommunications facilities might have experienced widespread damage, impairing communication throughout the disaster area and between the disaster area and other parts of the State and the nation.

- Homes, public buildings, and other critical facilities and equipment may be severely damaged or destroyed.

- Public utilities may be damaged and rendered partially or fully inoperable.

- Thousands of victims may be forced from their homes, and large numbers of deaths and injuries may have occurred.

- There may be widespread disruption of energy sources, resulting in prolonged electric power failure.

- The damage resulting from the disaster or emergency includes loss of life support systems and the loss of regional economic, physical, and social infrastructures.

- Long-term recovery activities will be based on a newly prepared or updated post-disaster recovery action plan and will be integrated with existing community master plans, capital development, and hazard mitigation plans.

- Some disasters, due to severity of impact and complexity of the recovery process, will require significant coordination and technical support. Entities to be coordinated include multiple state agencies, local and non-governmental agencies, and the private sector.

- Any organization created to manage the recovery effort will consist of diverse representation, to include local, state and federal agencies as well as local and non-governmental agencies. Such organization will coordinate all applicable state, federal and external assistance.

- The long-term recovery needs of the community or region will be fully assessed so that effective options can be identified.

- The public will be allowed ample opportunities to help shape the long-term recovery strategy.

- Appropriate state agencies will be tasked to provide support for the identified long-term recovery needs. Gaps in state and local resources will be determined and assessments made of the best alternative sources of additional support.

- Long-term recovery responsibilities will be allocated among federal, state, local and NGOs.

- Long-term recovery efforts will be coordinated in a manner that maximizes overall benefit to the impacted community or region.

Healthy animals may need to be cared for a period of weeks to months. Permanent shelter facilities in an affected area may be full or otherwise unable to provide care to the animals present in a temporary shelter facility. Development of a foster care system in which individuals in private homes provide care for sheltered animals may be beneficial.

Successful operation of a foster care network is dependent on:

- Development of written agreements between the individuals providing foster care and the individual or organization placing the animal in foster care. These agreements should:

  - Ensure that the individual providing foster care will relinquish the animal when requested.

  - Clearly determine who is responsible for any costs incurred while providing foster care (feeding, veterinary care, grooming, etc.).

  - Specifically state procedures which may be allowed while the animal is in foster care (vaccinations, microchip placement, elective surgeries such as neutering and dentistry, etc. while also indicating who is financially responsible for the cost of any procedures performed).

  - Specify a period for which the animal is expected to be in foster care and the disposition options available if the animal is not claimed within that time.

  - Specify a method for the owner to reclaim the animal when able.

  - Specify whether visitation between the owner and the fostered animal is permitted and under what circumstances.

  - Specify requirements of the foster caregiver in the care of animals being placed in the home, to include the process of periodic reporting on the well-being of the animal under their care and any periodic inspections of foster home.

- A Certificate of Veterinary Inspection or similar document, which is necessary before an animal can be shipped interstate. Specific requirements regarding importation of an animal into a state should be determined and complied with before an animal is moved interstate.

- Multiple animals owned by one individual should be fostered together whenever possible to minimize stress on the animals and owner, as well as to simplify the reunification process.

- Individuals providing foster care should be knowledgeable about the species of animal for which they are providing care.

Some animals housed in a temporary shelter facility may require continued medical care or may be too ill to transfer to foster care or other shelter situations. Agreements should be developed with local veterinary hospitals or veterinary schools to care for these animals until they can be united with their owners. Agreements should clearly define who is financially responsible for the care of the animals and who is authorized to make medical decisions regarding the animal if the owner cannot be contacted.

Federal Long-Term Recovery Assistance

Technical and financial assistance from various federal agencies will be requested and become available during the long-term recovery process. To support recovery efforts, a wide array of federal programs will be made available to help the affected governments, public and private organizations, and individuals.

The National Response Framework includes an Emergency Support Function (ESF) # 14 is designed to coordinate long-term recovery from a catastrophic disaster, one that is classified as an Incident of National Significance. According to the Draft Long-Term Community Recovery Plan, ESF #14 is used in situations where the routine Federal, State, local, and tribal disaster assistance mechanisms are insufficient to meet the needs of the affected jurisdictions because of resource demands or needs for specialized assistance." Indicated below are some recommended staffing, responsibilities, selected agencies and their assigned recovery roles under ESF#14.

Long-term Recovery Actions

At this time, it is impossible to predict the degree to which various elements of a community's infrastructure will be damaged or destroyed during a disaster. However, on the basis of the planning assumptions identified earlier, it is anticipated that the recovery plan will be implemented following a catastrophic disaster. In such instances, the recovery process will entail the rebuilding of facilities to adequately care for sheltered and owned animals in a community.

The post-disaster recovery plan will consider the potential for future disasters of a similar type and the need to include disaster resistant construction and non-structural measures in the recovery process to lessen the impact of future disasters.

Finally, this recovery plan encourages and supports continued dialogue among the various state agencies and other stakeholders as they develop specific long-term disaster action plans. Although the exact nature of future disasters is unknown at this time, potential hazards and risks are well known. To that end, specific disasters and impact scenarios might be used as a basis for identifying specific actions that might be implemented during a long-term recovery process. With the understanding that financial investment in disaster impact avoidance and mitigation measures is more beneficial than expenditures for disaster damage relief, considering long-term recovery activities well-ahead of disasters is paramount.

39 Lessons learned and updating of the plan

Although every disaster and every disaster response have unique qualities, there are also common elements to the events, which can be learned and carried over from one disaster to another. That is one of the reasons behind this document – to allow those who have NOT gone through a situation where they had to plan or open an emergency animal shelter, to learn from those who HAVE planned and operated these shelters.

Following the closure of your emergency animal shelter, schedule a "hot wash" or debriefing, where everyone involved can review plans, processes, procedures, and every aspect of the sheltering operation to see what worked and what can be improved for the next time.

Incorporate the lessons learned into your plan for the next response – and begin the process of creating and maintaining your team, formulating plans, etc. to meet the next crisis.

Considerations:

- "Lessons learned" are just those – the process of incorporating lessons learned is not an opportunity to place blame or revisit old arguments. Examine how your operation was successful, and incorporate any new techniques of procedures that you advanced during the event. Examine what didn't work well, and work together to find appropriate ways to tackle the same, or similar, challenges next time.

- Incorporate changes as needed into your plan. Make sure all stakeholders are aware of the changes.

Tips:

- Be inclusive. Everyone who worked on/at an emergency animal shelter may have something to contribute to the ongoing planning.

- You may want to allow for anonymous responses, to encourage complete candor. However, even if this format is used, you should mandate that responses be professional and focused on the response structure and operations, not personalities or other factors. Using a standardized form may help keep commenters focused on evaluating operations instead of personalities.

- If you worked closely with other groups, you may want to either do a group "hot wash" or invite input from them on what worked and what didn't in the collaboration.

40 <u>Appendices</u>

This section contains useful resources and examples referred to in this paper. Additional materials will be added to future versions as they become available.

Appendix 1: Pets Evacuation and Transportation Standards Act of 2006 (PL 109-308)

The Pets Evacuation Transportation Standards (PETS) Act of 2006 amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act (commonly called the "Stafford Act", this law constitutes the statutory authority outlining the federal government's role in large-scale disasters) to ensure that State and local emergency preparedness operational plans address the needs of individuals with household pets and service animals before, during and after a major disaster or emergency. The PETS Act authorizes FEMA to provide, rescue, care, shelter, and essential needs for individuals with household pets and service animals.

The PETS Act:

- Requires state and local emergency preparedness operational plans to take into account the needs of individuals with household pets and service animals before, during and after a disaster

- Grants the Federal Emergency Management Agency (FEMA) the authority to approve the standards of these plans and to assist state and local communities in developing plans

- Indicates that the FEMA Director may make financial contributions, on the basis of programs and projects approved by the Director, to the state and local authorities for animal emergency preparedness purposes. This includes the procurement, leasing, construction or renovation of emergency shelter facilities and materials that will accommodate people with household pets and/or service animals

- Allows FEMA the authority to provide essential assistance to individuals with pets and service animals – for the provision of care, rescue, sheltering and essential needs to such pets and animals.

The PETS Act became public law on October 6, 2006, when it was signed by President George W. Bush. The language of the act follows:

PUBLIC LAW 109–308—OCT. 6, 2006 120 STAT. 1725

109th Congress

An Act to amend the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure that State and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE.

This Act may be cited as the ''Pets Evacuation and Transportation Standards Act of 2006''.

SEC. 2. STANDARDS FOR STATE AND LOCAL EMERGENCY PREPAREDNESS OPERATIONAL PLANS.

Section 613 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5196b) is amended—

(1) by redesignating subsection (g) as subsection (h); and

(2) by inserting after subsection (f) the following:

''(g) STANDARDS FOR STATE AND LOCAL EMERGENCY PREPAREDNESS

OPERATIONAL PLANS.—In approving standards for State and local emergency preparedness operational plans pursuant to subsection (b)(3), the Director shall ensure that such plans take into account the needs of individuals with household pets and service animals prior to, during, and following a major disaster or emergency.''.

SEC. 3. EMERGENCY PREPAREDNESS MEASURES OF THE DIRECTOR.

Section 611 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5196) is amended—

(1) in subsection (e)—

(A) in paragraph (2), by striking ''and'' at the end;

(B) in paragraph (3), by striking the period and inserting ''; and''; and

(C) by adding at the end the following:

''(4) plans that take into account the needs of individuals with pets and service animals prior to, during, and following a major disaster or emergency.''; and (2) in subsection (j)—

(A) by redesignating paragraphs (2) through (8) as paragraphs (3) through (9), respectively; and

(B) by inserting after paragraph (1) the following:

''(2) The Director may make financial contributions, on the basis of programs or projects approved by the Director, to the States and local authorities for animal emergency Pets Evacuation and Transportation Standards Act of 2006.

42 USC 5121 note.

Oct. 6, 2006

[H.R. 3858]

120 STAT. 1726 PUBLIC LAW 109–308—OCT. 6, 2006

LEGISLATIVE HISTORY—H.R. 3858:

CONGRESSIONAL RECORD, Vol. 152 (2006):

May 22, considered and passed House.

Aug. 3, considered and passed Senate, amended.

Sept. 20, House concurred in Senate amendment.

Preparedness purposes, including the procurement, construction, leasing, or renovating of emergency shelter facilities and materials that will accommodate people with pets and service animals.''.

SEC. 4. PROVIDING ESSENTIAL ASSISTANCE TO INDIVIDUALS WITH HOUSEHOLD PETS AND SERVICE ANIMALS FOLLOWING A DISASTER.

Section 403(a)(3) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5170b(a)(3)) is amended—

(1) in subparagraph (H), by striking ''and'' at the end;

(2) in subparagraph (I), by striking the period and inserting ''; and''; and

(3) by adding at the end the following:

''(J) provision of rescue, care, shelter, and essential needs—

''(i) to individuals with household pets and service animals; and

''(ii) to such pets and animals.''.

Approved October 6, 2006.

Readers are encouraged to fully review the section of the Stafford Act as amended by the PETS Act to fully understand how the law was changed, and how it encourages local action by the whole community to respond effectively when people and their pets are threatened by disaster and emergencies

Additional information on the Robert T. Stafford Disaster Relief and Emergency Assistance Act can be found at: http://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended

Appendix 2: Sample Plans

The number of state and local entities that have written and used emergency animal sheltering plans has grown significantly since the passage of the PETS Act. Some have made their plans available as examples or templates.

Note: The Best Practices Working Group is working in 2014 to assemble, and make available, as many of these plans as possible. Links or downloaded documents will be available at a later date and information on their retrieval will be posted here.

Appendix 3: Planning Timeline Example

This timeline is given as a guideline. It was developed by the Louisiana State Animal Response Team (LSART). It is meant to be used for planning purposes for an evacuation animal shelter where pre-event evacuation is necessary and appropriate. "H-Hour" is set as the projected onset of naturally occurring, slow-onset disasters such as hurricanes. The National Weather Service uses "landfall," which is the crossing of the leading eye wall from water to land, as the "H-Hour". The minus sign signals that these activities should be undertaken at least that many hours in advance of the "H-Hour". For instance, "H-120" means the activities should be accomplished at least 120 hours (or 5 days) prior to the event. Be aware that large storms (like hurricanes) can endanger communities many hours before the "H-Hour", so it is important to build in extra time to be safe.

For smaller or fast-onset events, the guidelines can be adapted and used as appropriate.

H-120+

- • Pre-position animal crates at regional depots as resource for use by shelters as needed

- • Identify pet evacuation shelters co-located with human shelter locations

- • Assure supply transportation arrangements ready

- • Establish procedures for animal responder credentialing and intake processing

- • Mobilize leadership team; alert volunteers.

H-96

- • Deploy animal sheltering volunteers to facilities to configure load (transport cages and supplies)

- • Acquire and deploy supplies from storage areas, transport to identified shelter(s) and assemble pet crates.

- • Notify EOC of need to activate any support operations plan for pet and livestock sheltering

- • Activate ESF-17, 6, State and NGO assets to accomplish sheltering missions

- • Initiate pre-scripted Federal Mission Assignments (MA's) for federal surge capacity staffing (USDA, VMAT, USPHS DVM Team, etc.)

H-72

- • Configure cages at shelters

- • Prepare shelter(s) with crates and supplies, shelter management teams, veterinary management teams, etc.

- • Animal Sheltering Teams report to designated field locations

- • Vet Team sets up clinic station at shelters

- • USPHS vets arrive to support command

- • Open any special needs pet shelters if needed

- Donation management team activates staffing at shelters

H-66

- No new action

H-60

- No new action
- Status reports (every 2 hours)

H-54

- Shelter(s) open for registration

- Begin intake and registration at animal shelters of self-evacuees

- Pet trucks move in with evacuee buses to shelter destinations as registration progresses

- Information updates flow to all groups/parties as required

   A. Interagency

   B. Public – (see communications; Public Relations)

Appendix 4: Humane Society of the United States Emergency Animal Sheltering Planning Resource Guide

Suggested Minimal Shelter Set-up Equipment Needs for 100 animals

- 100-150 wire crates

- 25-50 airline crates (small & large)

- 200-300 Stainless steel bowls (various sizes)

- 1000 2# Dixie paper food trays

- 50 slip leads

- Soft muzzles (various sizes)

- 1000 ID bands (large & small)

- 1000 Puppy Pads

- Litter

- Office Supplies

- Pens

- Copy paper

- 1 printer/copier

- 1 doz. Legal pads

- Permanent markers

- Stapler & extra staples

- Small and large paper clips

- Binder clips

- 2-3 pair Scissors

- File box w/folders

- 1-2 binders with index tabs

- 3-hole punch

- Dry erase boards and markers

- Animal Intake forms (triplicate)

- Animal Care Sheets

- Volunteer Sign-In/Out Roster

- Volunteer Release of Liability

Sheltering Tools and Supplies

- 100+ clip boards

- 300-500 shower hooks

- 3 rolls 55-gallon garbage bags

- Large garbage cans

- 5-10 buckets

- Duct tape (silver, lime, orange, pink)

- 1000 zip ties

- 500 gallon-size zip lock bags

- Paper towels

- Digital or Instant camera w/film

- 1 doz. Spray 32-oz. bottles

- 2 bottles Dawn

- 1 case Bleach

- Can opener

- Broom and dust pan

- Minimum 2 folding tables

- Tool box

- 3 50' electrical cords

- 6 large tarps

- 2 first aid kits

- 3 flashlights with backup batteries

- Crank or battery-operated weather radio

- Portable generator(s) with fuel

- 1000 pairs of latex exam gloves

- Stethoscope

- Syringes

- Gauze

- Bandaging

- Newspaper

Appendix 5: Financial Resources for Emergency Animal Sheltering

There are several private and governmental sources available for emergency animal sheltering funding. The list below is not intended to be exhaustive.

1. General public donations via newsletters, mass mailings, or spontaneous donations.

2. Online Fundraising (see Appendix 11)

   http://www.fundraising123.org/article/sample-online-fundraising-plan

3. Local Business Sponsorships & Donations

4. Sponsor Your Own Community Events

   Animal fundraising ideas:

   http://humanefundraising.com/

5. Sports Events, Festivals, Fairs, and Community Events in Your Area

6. Grants

   - PetSmart Charities Grants Program

     http://www.petsmartcharities.org/pro/grants

   - Banfield Charitable Trust

     http://www.banfieldcharitabletrust.org/nonprofitsprogram-grants

   - RedRover Relief Grants

     http://www.redrover.org/node/1198

     http://www.uan.org/index.cfm?navid=28

   - A list of other potential grants:

     http://www.fundsnetservices.com/searchresult.php?sbcat_id=19

7. Your Local Community Foundation

   - There may be multiple kinds of assistance offered to nonprofits in your area by a Community Foundation. Although specific programs vary from place to place, Community Foundations usually provide funding and management support to strengthen nonprofit programs and serve as a charitable vehicle for community philanthropy. Their primary function is connecting worthy programs with donors, and vice versa.

   - Go to the Council of Foundations' website and find the locator (www.cof.org/Locator).Then click on your state for a foundation list with contact information. Many of the Community Foundations have their own websites.

8. FEMA funding for training (Basic Animal Rescue Training)

Basic Animal Rescue Training is a Department of Homeland Security (DHS) approved state-sponsored course that was designed to empower firefighters and other emergency personnel with the training, knowledge and equipment necessary to safely and effectively address the needs of animals encountered in emergency situations, in order to help preserve human health, safety and well- being. BART fulfills the requirements of the Pets Evacuation and Transportation Standards (PETS) Act enacted by Congress in 2006.

- You can get all this information online by going to http://www.fema.gov. Once there, go to the right gutter area under "Quick Links" and click on "Training". Once there, scroll down and select the link titled "Training and Exercise Integration/ Training Operations". Under the "View Training Catalogs", select "State-sponsored". You will find BART listed on page 9 under the RESPOND category and then again on page 194. The course label is MN-003-RESP, Basic Animal Rescue Training Small Animal Basic Life Support.

9. Post-response source: FEMA reimbursable response costs:
http://www.fema.gov/9500-series-policy-publications/952319-eligible-costs-related-pet-evacuations-sheltering

Appendix 6: Feeding Protocols

Note: Recipes for hand feeding slurries are included after general protocols.

FOOD PREP AREA

- This area must be kept clean and neat at all times.

- Food should be stored in a sealed container and labeled (Adult Dog, Puppy Chow, Adult Cat, Kitten Chow).

- If multiple-brand foods are to be used (for instance if you are using donated foods), try to mix them together to alleviate gastrointestinal upset from frequent changes in diet.

- Special diet or prescription foods, or foods designated for specific animals, should be clearly labeled as such, and can be kept in this general food prep area or in a secure area near the animal's crate. Written feeding instructions for special diets, and identification of the animal to whom they should be fed (including breed, name (if known) and shelter ID), should be attached to the container.

- Do not leave open bags or open cans of food lying around. This invites rodents and pests. Any food spoiled by infestation should immediately be disposed of

- An area should be designated for cleaning food and water bowls (ideally these will be stainless steel). Soak in a 10% bleach solution for 10 minutes, rinse thoroughly and, if possible, allow to air-dry. Cleaned food/water bowls should be stacked neatly by size for easy access. Any bowls used in quarantine or isolation areas should be stored, washed and disinfected separately to avoid contamination of other animals.

FOOD AND SERVING SUPPLIES:

- Dry food – Adult Dog/Cat, Puppy/Kitten Chow (stored in labeled closed containers)

- Jugs of clean water

- Canned food
- Plastic tops for partially-used cans

- Can opener (manual in case of power loss)

- Paper food bowls (for cats/kittens)

- Stainless Steel bowls (various sizes, for dogs/puppies' food plus cats/kittens' water)

- Spoons

- Latex or non-latex exam gloves

- Garbage bags (tied to supply cart when available)

- Pooper scoopers

- Paper towels and multiple spray bottles with cleaning solution

- Boxes of non-latex gloves

- Squirt bottles of hand disinfectant

- Multiple supply carts (grocery carts are ideal) on which to load supplies to maximize efficiency. Carts should be filled with all needed feeding and cleaning supplies stocked prior to feeding operation.

The Buddy System:

For safety and a more efficient operation, all feeding and cleaning personnel should be assigned to work in teams of two. If you do not have a partner, see your Supervisor to be assigned one, or assigned to another duty.

Adult Dogs:

Expect all dogs in a disaster or emergency situation to be under stress. Please be sensitive and respectful of their space.

NOTE: Please be cautious and aware of animal's body language when feeding. Review Signs of Aggression / Fear checklist.

- To minimize the stress of the animals, please follow feeding protocols and instructions carefully.

- Unless otherwise instructed, dogs *6 months and older* are fed **adult dry food** twice a day:
    - Once in the morning prior to morning clean up, and

    - Once in the late afternoon prior to the end of day clean up.

NOTE: With puppy mill dogs, feeding may initially take place 3 times a day (in the morning, midday, and end of day).

- Check the Cage Card (Daily Care Sheet) and Treatment Sheet to be sure that a special diet is not required. If a special diet is required, follow those directions carefully.

- Notate feeding amount and time on Cage Card (Daily Care Sheet) and initial.

- Dogs are fed dry food only (easier on their stomachs) unless otherwise noted on their cage card.

- If feeding more than one dog in a cage, provide a second bowl of food to prevent food aggression issues.

- During the first few days of emergency sheltering, dogs will be fed small portions (1/2 cup to 1 cup depending on size of the dog - unless otherwise noted on their cage card) so as not to upset their systems with drastic food change.

- The Animal Care Supervisor or Veterinarian will determine when larger portions can be fed, as well as if feeding schedules should change.

- One person prepares the bowl for feeding, while the other person holds or monitors the dog to prevent escape.

- Never scoop fresh food into a bowl on top of old food. Old food should be tossed and dirty bowls removed for cleaning. A fresh, clean bowl of food should be provided for each dog at each feeding.

- If you have a dog that isn't eating, make a note on the Cage Card (Daily Care Sheet). If a dog has not eaten for more than one day, make a note on the Cage Card, initial it and bring it to the attention of your Supervisor. Veterinary assessment may be needed.

- Notate any possible medical issues observed (runny nose, goopy eyes, bloody or open wound, bloody stool, diarrhea, lethargy, limping, apparent pain, etc.) on the Cage Card (Daily Care Sheet), initial it and bring it to the attention of your Supervisor. If the situation warrants, seek immediate assistance for the dog.

- Replace water bowl with a clean bowl and water.

- Take this opportunity to poop scoop cag; remove and replace any soiled or wet bedding.

- Transfer dirty bowls to the dishwashing area.

Small Dogs and Dogs under 6 Months:

NOTE: Please be cautious and aware of animal's body language when feeding. Review Signs of Aggression / Fear checklist.

- Unless otherwise instructed, dogs *under 6 months* are fed dry puppy chow 2 to 3 times a day

    - Once in the morning prior to morning clean up,

    - Midday, and

    - Once in the late afternoon prior to the end of day clean up.

NOTE: With puppy mill dogs, feeding may initially take place 3 times a day (in the morning, noon, and end of day).

- Check the Cage Card (Daily Care Sheet) and Treatment Sheet to be sure that a special diet is not required. If a special diet is required, follow those directions carefully. Be sure to notate feeding amount and time on Cage Card (Daily Care Sheet) and initial.

Follow the same procedures for feeding and notations on Cage Card as above.

Puppies:

NOTE: Please be cautious and aware of animal's body language when feeding. Review Signs of Aggression / Fear checklist.

- Feed **puppy chow only** 2 to 3 times a day

  ○ Once in the morning prior to morning clean up,

  ○ Midday, and

  ○ Once in the late afternoon prior to the end of day clean up.

NOTE: With puppy mill dogs, feeding may initially take place 3 times a day (in the morning, noon, and end of day).

- Provide food in low dish.

- If feeding over 4 puppies – provide food in two dishes – to ensure all pups get access to food.

- Replace water bowls with clean bowls and water. Note: puppies may be prone to knocking over their water bowls. Crates should be checked several times during the day to ensure they have access to water.

- Follow the same procedures for feeding, monitoring health and documenting activities on Cage Card as above.

Cats:

All cats in a disaster or emergency situation are under stress. Please be sensitive and respectful of their space. What may seem to you to be a feral cat, may only be a very frightened cat. It needs time to accustom itself to its new surroundings and new handlers. It's best to get to know your cats before opening a cage by observing their body language (be aware of your body language as well). Always approach crated cats quietly, move slowly and speak softly and calmly.

NOTE: Please be cautious and aware of the animal's body language when feeding. Review Signs of Aggression / Fear checklist.

Adult Cats:

To minimize the stress of the animals in your care, please follow feeding protocols and instructions carefully.

- Cats *6 months and older* are fed adult dry food with one spoonful of canned cat food twice a day.

- Once in the morning at morning clean up, and

- Once in the late afternoon at the end of day clean up.

- Check the Cage Card (Daily Care Sheet) and Treatment Sheet to be sure that a special diet is not required. If a special diet is required, follow those directions carefully. Be sure to notate feeding amount and time on Cage Card (Daily Care Sheet) and initial.

- The mix of cat food (wet and dry) can be spooned into a low, paper tray ("French fry tray" available at restaurant supply stores, Costco, online). The tray is thrown away when the next feeding is done

- If feeding more than one cat in a cage, provide enough bowls of food to prevent food aggression issues.

- One person prepares the bowl for feeding, while the other person holds or monitors the cat to prevent escape.

- Never scoop fresh food into a bowl on top of old food. Old food should be tossed and a fresh, clean bowl of food provided for each cat.

- If you have a cat that isn't eating, make a note on the Cage Card (Daily Care Sheet). If a cat has not eaten for more than one day, make a note on the Cage Card and bring it to the attention of your Supervisor. Veterinary attention may be needed.

- Notate any possible medical issues observed (runny nose, goopy eyes, bloody or open wound, bloody stool, diarrhea, lethargy, apparent pain, etc.) on the Cage Card (Daily Care Sheet), initial it and bring it to the attention of your Supervisor. Veterinary assessment and care may be needed. If the situation warrants, seek immediate assistance for the cat or kitten.

- Swap out water bowl for new one and rotate old one to washing station.

- Take this opportunity to refresh (poop scoop) the litter box. Replace litter and/or box as needed. Also replace soiled towels, blankets, newspapers or other items in the crate.

- Dispose of used paper food bowls, and transfer dirty bowls to the dishwashing area. If laundry facilities are available, transfer washable blankets, towels, etc. to the dirty laundry station.

Kittens:

NOTE: Please be cautious and aware of animal's body language when feeding. Review Signs of Aggression / Fear checklist.

- Kittens *under 6 months* are fed **kitten chow with one spoonful of canned kitten food** 2-3 times a day

  º Once in the morning during morning clean up,

  º Midday, and

  º Once in the late afternoon during the end of day clean up.

- Check the Cage Card (Daily Care Sheet) and Treatment Sheet to be sure that a special diet is not required. If a special diet is required, follow those directions carefully. Be sure to notate feeding amount and time on Cage Card (Daily Care Sheet) and initial.

- If available, use paper trays (see "Cats" above) to hold mix of wet and dry kitten food.

- When feeding a litter of kittens or if there is more than one kitten in a cage, provide enough trays of food to prevent food aggression issues.

- Check kittens for any signs of illness, including: discharge from nose, eyes or ears; lethargy; coughing or sneezing.   Watch for diarrhea or bloody urine or poop.   Report any findings to your supervisor for veterinary follow-up.

- Thoroughly clean kitten crate, including replacing bowls, litter pan and litter, bedding and other items.

- As with cats, a two-person team should handle feeding and cleaning kitten cages.

Hand Feeding Slurries

Review carefully the appropriate diet for each species you are housing in the emergency animal shelter.   Based on the type of diet they require, the following "slurries" can be used to provide adequate nutrition if needed:

Basic Herbivore:

To be used as basic nutritional and hydration supplement for herbivorous species:

   1 part   organic baby food - peas

   1 part   organic baby food – beans

   1 part   organic baby food - carrots

   1 part   organic baby food – squash

   1 part   calcium supplement (see Recommended Products & Manufacturers)

   ½ part   iron supplement (see Recommended Products &

   Manufacturers) 2 parts powdered alfalfa pellets

   6 parts electrolyte/hydration supplement (see Recommended Products & Manufacturers)

Herbivore Protein

To be used as special nutritional and hydration supplement for extremely emaciated herbivorous species.

1 part   organic baby food -

peas 1 part   organic baby

food – beans 2 parts Karo

Syrup

1 part   calcium supplement (see Recommended Products & Manufacturers)

½ part   iron supplement (see Recommended Products & Manufacturers)

4 parts electrolyte/hydration supplement (see Recommended Products &

Manufacturers)

Basic Carnivore

To be used as basic nutritional and hydration supplement for carnivorous species.

6 parts organic baby food - chicken or turkey (not beef or ham)

1 part   calcium supplement (see Recommended Products & Manufacturers)

½ part   iron supplement (see Recommended Products & Manufacturers)

6 parts electrolyte/hydration supplement (see Recommended Products &

Manufacturers)

Carnivore Protein

To be used as special nutritional and hydration supplement for extremely emaciated carnivorous species.

2 parts organic baby food – chicken or turkey (not beef or

ham) 2 parts Karo syrup

1 part   calcium supplement (see Recommended Products & Manufacturers)

½ part   iron supplement (see Recommended Products & Manufacturers)

4 parts electrolyte/hydration supplement (see Recommended Products & Manufacturers)

Appendix 7: Activation Call list

ACTIVATION CALL LIST

Staff members to be called in case of an event:

Position	Name	Home or Work Phone	Cell Phone
Team Leader			
Public Information Officer			
Safety Officer			
Security Officer			
Operations Officer			
Planning Officer			
Logistics Officer			
Finance/Administration Officer			
Shelter Supervisor			

Other disaster response team members:

NAME	HOME PHONE	CELL PHONE
Sheltering Supervisor:		
Specialized Shelter Team Leader:		
Veterinary Team Liaison:		

ACO/Rescue Liaison:

_____

Volunteer Coordinator:

_____

Supply Officer:

_____

Communications Officer:

_____

Donations Management Officer:

_____

Records/Tracking Officer:

_____

Appendix 8: Just in Time Training Job Descriptions

1. Animal Response Branch Director

2. Animal Response Public Information Officer

3. Animal Response Safety Officer

4. Animal Response Liaison Officer

5. Animal Response Finance/Administration Section Chief

6. Animal Response Logistics Section Chief

7. Animal Response Operations Section Chief

8. Animal Response Planning Section Chief

9. Animal Response Shelter Team Leader

10. Animal Response Sheltering Team Member

11. Animal Response Donations Manager

12. Animal Response Sheltering Supervisor

13. Animal Response Rescue Supervisor

14. Animal Response Rescue Team Leader

15. Animal Response Rescue Team Member

16. Animal Response Evacuation/Transport Supervisor

17. Animal Response Evacuation/Transport Team Leader

18. Animal Response Evacuation/Transport Team Member

19. Animal Response Veterinary Care Supervisor

20. Animal Response Veterinarian - Small Animal

21. Animal Response Veterinarian - Large Animal

22. Animal Response Veterinarian - Exotic Animal

23. Animal Response Veterinary Technician - Small Animal

24. Animal Response

25. Volunteer Coordinator

Animal Response Branch Director

Supervisor: Jurisdictional Incident Command

Subordinate Positions: All Animal Response (AR) Functions

General Position Description:

The AR Branch Director is responsible for coordination of the Animal Response Task Force (ARTF), communication with overall Incident Command. This position may, on small or isolated incidents act as Incident Command. The IC or BD is responsible for the ARTF daily action plan (DAP) and the implementation of that plan through daily briefings, team management, task prioritizations, information management, team accountability, and overall outcome of the response.

Note: The AR Branch Director may be called "Incident Commander" when the Animal Response is operating outside the context of a larger response. When operating within a larger response (with other than animal responders), the overall response will have an Incident Commander and the AR Branch Director will be subordinate to that ICS structure.

Specific Duties:

- Develop Daily Action Plan with command staff and overall IC

- Implement DAP through communications and start of shift debriefings

- Communicate status reports to Liaison or EOC or IC as appropriate

- Maintain knowledge and control of overall Incident Action Plan (IAP)

- Appoint Officers and Chiefs as needed

- Take situation reports and updates from Chiefs and Officers

- Determine overall response objectives, and strategy.

- Set immediate and shift priorities

- Develop and disseminate with PIO daily messages and response needs

- Work closely with Liaison Officer for response needs and reports

- Coordinate with key officials

- Maintain contact and communication with Jurisdictional Authorities

- Authorize/Approve release of information to community and media

- Maintain overall responsibility for fiscal, equipment, safety, and personnel accountability.

- Ensure accountability

- Ensure documentation and proper reporting procedures are followed

- Maintain a professional and respectful demeanor at all times to preserve and promote the good name of all responding agencies

Reporting Responsibilities (forms):

Daily Situation/Shift Reports

Command Board

All Other Forms

Animal Response Public Information Officer

Supervisor: Animal Response Branch Director General

Position Description:

The Public Information Officer is responsible for any media contact for the disaster animal issues. The PIO will report directly to the AR Branch Director, to develop, edit, and disseminate any incident information that needs to reach the media and the public. The dissemination of information will be done through press releases, press conferences, interviews, and direct solicitation of the local media outlets. The position may require coordination with the Joint Information Center (JIC) and will be required to coordinate with Information Officers from other agencies involved in the disaster efforts.

Specific Duties:

- Attend shift briefings and give any media messages and updates as the situation warrants

- Evaluate the media situation

- Meet with and work closely with the Jurisdictional Commanders PIO to ensure accurate and complete information sharing

- Obtain copies of any press releases pertaining to the incident

- Set up an on-scene press center or work within the JIC

- Coordinate with Operations Division for media visits to work sites and conduct media tours

- Keep AR Branch Director informed of all press activities in advance

- Assist in writing of daily situation reports

- Assist in determination of daily message and brief all workers on that message

- Coordinate with responding agency Media Relations department on the drafting and releasing of press materials

  - May also act as liaison officer for the EOC

Reporting Responsibilities (forms):

Daily Situation/Shift Reports

Press Documents and Communication Form

Animal Response Safety Officer

Supervisor: Animal Response Branch Director

General Position Description:

The Animal Response Safety Officer is responsible the overall safe operations of the animal response efforts. Immediate supervision tasks are outlined to prevent accidents and protect the life and health of the disaster responders. Tasks include supervision of operations, vehicle inspections, accountability, and coordination of security measures. The SO is responsible for collecting reports and filing proper documentation on any hazards and injuries. The SO reports directly to the AR IC or BD. The Safety Officer may appoint a deputy to assist in the oversight of the operations procedures. The safety officer or their appointed deputy may halt any operations at any time in the interest of ensuring immediate responder safety.

Specific Duties:

- Conduct random team task safety checks for procedures or equipment usage

- Report hazards and conditions to IC/BD

- Report, document, and follow up on any injuries to responders and volunteers

- Ensure proper use of personal protective equipment

- Develop and be familiar with emergency evacuation and medevac considerations

- Identify potential hazards at base camp as well as in response area

- Attend daily shift briefings and update responders on current safety/hazard considerations

- Enforce team duty limits

- Ensure some form of security

  - Ensure medical rehab for all responders

Reporting Responsibilities (forms):

Daily Situation/Shift Reports

Command Board

All Other Forms

Animal Response Liaison Officer

Position Reference #: AR170

Supervisor: Animal Response Branch Commander

General Position Description:

The AR Liaison Officer acts as the primary contact between the AR branch and the other responding agencies. These agencies may include, but are not limited to: VMATs, ARC, Jurisdictional Emergency Management, other animal care organizations. The AR Liaison maintains planning and operational contact to ensure that any issues of concern or interest are identified and shared across agency lines. This position may require time spent in the Emergency Operations Center (EOC), or the Response Command Post. The position is only truly necessary for multiple jurisdictional response incidents. As this position is a general coordination position across agency lines, this person may be appointed to the response team from another agency.

Specific Duties:

- Establish and Maintain interagency contact list

- Keep all agencies supporting the response abreast of incident status and response level

- Monitor incident operations to identify current or potential interagency collaboration

- Work closely with the other members of command staff to ensure consistent team delivery and unified professional appearance

- Offer methods of coordination and promote the message of agency to the other responding agencies.

Reporting Responsibilities (forms):

Daily Situation/Shift Reports

Command Board

All Other Forms

Animal Response Finance/Administration Section Chief

Supervisor: Animal Response Branch Director

Subordinate Positions: Administrative/Finance positions General

Position Description:

The AR Finance/Administrative Section (F/A) Chief is responsible for the overall administrative functions within the incident response. The section chief is also responsible for tracking all financial costs and personnel hours during the response and recovery phase of the incident. The section chief may be authorized to sign purchase orders and will be appointed to manage all check requests and bills to be paid. The F/A Chief will also be responsible for obtaining, filing, and storing all reports and documents during and after the response.

Specific Duties:

- Supervise and track all financial aspects of an incident

- Track expenditures and report to headquarters

- Coordinate any required wire transfers and disbursement requests with headquarters

- Manage all office functions (faxing, copying, filing, etc.)

- Maintain accountability and reporting requirements in accordance with agency SOP's

- Ensure accurate record keeping of all functions

- Ensure accurate recording keeping of daily personnel hours, especially volunteer responders

- Manage vendor contracts, leases, and equipment time records with logistics section chief

- Follow up with all injury, compensation, and property issues and claims

- Prepare and provide all incident cost analysis and reports

- Work closely with Donation Management to track all financial donations and in-kind goods or services.

  Reporting Responsibilities (forms):

  Volunteer Badge (Sample)

  Volunteer Intake Form

  Volunteer Release / Liability

  Personnel Roster Sign In/Out

  Phone Log

Animal Response Logistics Section Chief

Supervisor: Animal Response Branch Director

Subordinate Positions: Donations Manager, Transportation Officer, Supply Officer, and others as assigned

General Position Description:

The Logistics Section Chief is responsible for ensuring that needed equipment, personnel, supplies, and services are available for the Animal Response Branch. The Logistics Chief will oversee all supply and demand procedures, and will ensure complete and accurate record keeping for all incoming and distributed supplies. Also, coordination with the command staff is essential for effective logistics support

Specific Duties:

- Identify, define and acquire immediate needs of team

- Establish/utilize the management/accountability system for team equipment and supplies

- Utilize the established support request procedures

- Determine/establish the ability to obtain, move, and store resources

- Evaluate requests for additional personnel and skilled response needs

- Work with operations and command to determine communications needs and supervise the administration of those needs.

- Track and maintain all equipment

- Supervise all incident support needs except that of aviation

- Supervise all donation acquisition and requests for supplies to be donated

- Coordinate donations requests thru PIO and Liaison.

- Establish transport capacity

- Ensure food, water, supplies, accommodations for all AR responders and volunteers

- Provide for medical care for AR responders and volunteers

  - Complete and accurate record keeping is paramount.

Reporting Responsibilities (forms):

Dispatch Log

Supply Request Form

Vehicle Inspection Form

Repair Request Form
Daily Trip Inspection Form

Personnel Log Sign In

Phone Log

Radio Communication Log

Animal Response Operations Section Chief

Supervisor: Animal Response Branch Director

Subordinate Positions: Shelter Branch Director, Medical Branch Director, Rescue Branch Director, Transport Branch Director,

General Position Description:

The AR Operations Chief is responsible for overseeing all aspects of the response that involve direct contact with animals impacted by the disaster. Operations Chief is responsible for ensuring proper procedures are followed per the Disaster Operations Guide in relation to all animal issues. The operations chief is also responsible for ensuring that proper paperwork is completed and filed accordingly. The position will report directly to the AR Commander and will conversely disseminate all daily information or changes in operational tactics to all subordinate positions.

Specific Duties:

- Attend daily shift briefings and conduct group briefings and updates as needed

- Direct management and oversight of all tactical response functions

- Establish appropriate tactical divisions as incident warrants

- Appoint and supervise appropriate supervisors in each tactical division

- Advise AR Commander on operational/tactical section of the IAP

- Request additional resources from logistics as needed

- Maintain close communications with command staff for overall response considerations

- Oversee and monitor all remote field operations

- Determine communications needs and develop a communications plan with logistics chief

  - Compile daily situations analysis and complete appropriate reports

Reporting Responsibilities (forms):

Daily Situation/Shift Reports

All Operations Section Forms

Animal Response Planning Section Chief

Supervisor: Animal Response Branch Director

Subordinate Positions: All Planning Function Positions General

Position Description:

The AR Planning Section chief is required to maintain constant vigilance for potential changes that will need to be made in operational procedures. The planning chief will have to monitor for changes in weather conditions, potential needs for additional or specialized personnel, and escalation or de-escalation. The planning section chief will report directly to the AR commander and will coordinate planning functions with the liaison officer and the operations chief.

Specific Duties:

- Collect, evaluate, process, and disseminate information on situation for the purpose of planning.

- Monitor weather and scene conditions

- Prepare next shift briefings

- Prepare daily planning situation reports and discuss potential needs with command staff

- Assess resource capacity for response

- Collect, organize, and map all incident intelligence

- Develop and assist in implementation of de-mobilization plan

- Establish and enforce an emergent volunteer program

- Assist in initial damage assessment and resource identification for deployment

- Coordinate ongoing assessment and changing situational needs with command staff

- Identify needs not being met by overall IAP.

Reporting Responsibilities (forms):

Animal Response Shelter Team Leader

Supervisor: AR Sheltering Supervisor

Subordinate Positions: AR Sheltering Team Member General Position

Description:

The Animal Sheltering Team Leader will report directly to the Animal Sheltering Supervisor. The team leader will be assigned to deal specifically with one subsection of the animal sheltering in a response, (example: companion vs. equine.) The team leader will be the immediate supervision for the team members and emergent assigned volunteers.

Specific Duties:

- Ensure that all team members follow all agency policies and procedures that relate to their job descriptions

- Work directly for the care of any animals in the shelter

- Check all animals at end of daily shift to ensure that all have water and are safe and a accounted for

- Complete a daily shift pass on log

- Give a shift report and census to Animal Sheltering Supervisor

- Coordinate with Animal Sheltering Supervisor for any animal needing medical care

- Request any needed supplies through Animal Sheltering Supervisor

- Ensure proper documentation of all animal interactions and any special notes on animal conditions

- May be directly involved in training volunteers

- Stocking any necessary supplies

- Inspects and ensures safety and quality of supplies especially food and water

- Assist with intake and proper placement/housing of animals

- Assist with disposition of animals

- Assign tasks to team members as needed

- Ensure sanitary conditions in shelter at all times

Reporting Responsibilities (forms):
    Animal Care Schedule

    Registration and Agreement-Pet Friendly Shelter

    Disaster Relief Reports

    Situation/Shift Report

Animal Response Sheltering Team Member

Supervisor: AR Sheltering Team Leader

Subordinate Positions: None

General Position Description:

Animal Sheltering Team Members are assigned to a specific team based on their knowledge and experience. The positions main responsibility is to care for the animals and ensure humane and sanitary conditions within the shelter. Team members may be asked to handle animals, track paperwork, administer medications, clean cages, feed, exercise, or provide general team support. It is the responsibility of the team member to ensure their own personal safety, as well as the safety of their team and the animals. The team member will be directly supervised by the team leader

Specific Duties:

- Responsible for personal safety, and the safety of the team members and animals around them.

- Must be sure to work within their skill and training level.

- May be responsible for cleaning cages and general shelter area

- May be responsible for feeding and watering animals in shelter

- May be responsible for documenting animals' condition, status, and care provided.

- May be responsible for assisting owners in caring for their pets in a pet friendly shelter

- Could be responsible for exercise of animals, administration of medications, general care, grooming and bathing, and other duties as assigned.

- Must work within the procedures outlined in the agency SOP's.

Reporting Responsibilities (forms):

    Animal Care Schedule

    Registration and Agreement-Pet Friendly Shelter

    Disaster Relief Reports

Animal Response Donations Manager

Supervisor: AR Logistics Section Chief

General Position Description:

The AR Donation Management Officer reports directly to the AR Logistics Section Chief. The Donation Management Officer is responsible for overseeing all donation components of the incident response. The officer works to oversee all incoming donations of goods, services, and money, as well as coordinating the disbursal of donations to the public. The Donations Management Officer may appoint a deputy as needed.

Specific Duties:

- Coordinate with Logistics Section Chief and PIO on what donations are needed and what donations have come in

- Maintain a log of all donations as per the agency SOP's

- Maintain accurate records for people who have made financial donations

- Maintain contact with agency accounting and membership for donor recognition

- Work with logistics section chief or appoint logistics deputy to store and transport donated goods

- Maintain all tracking paperwork

- Report at least once per shift to Logistics Section Chief and more frequently as needed

- Attend shift briefings and debriefings

- Contact businesses for donations

- Turn in all donation forms to the Finance/Administrative Section each day

- Keep log of all donation contacts including returns and rejections

- Communication with donation deputy

    - Updates supply list for the Logistics Section and the Animal Care Supervisor

Reporting Responsibilities (forms):

Donations Received

Animal Response Sheltering Supervisor

Supervisor: Operations Section Chief

Subordinate Positions: AR Sheltering Team Leaders, Sheltering Team Members and AR Volunteer Coordinator

General Position Description:

The AR Sheltering Director is responsible for the control and coordination of all animal sheltering issues, including the coordination of volunteers. The supervisor should have a wide range of animal husbandry skills and be able to communicate and organize efforts. The position will attend and participate in daily or shift briefings and de-briefings, complete reports, and manage subordinate positions. The supervisor should help set and enforce animal sheltering standards, and working with the logistics section will ensure that all animal needs are met.

Specific Duties:

- Oversee all animal shelters and shelter operations

- Conduct shift briefings for animal sheltering staff and volunteers

- Give reports at daily briefings and debriefings as requested by command

- Set and ensure compliance with animal sheltering standards for sanitation, humane treatment, and general care

- Will coordinate with EMA or Liaison Officer for site selections

- Will ensure proper equipment and accommodations are available through logistics

- Will appoint appropriate AR Sheltering Team Leaders

- Oversee and approval all supply requests from AR Sheltering Teams

- Report directly to the AR Operations Section Chief on any concerns, issues, complaints, or needs

- Will conduct spot checks on all emergency animal shelters to ensure compliance with care and sanitation standards

- Request additional resources as needed

- Ensure complete and accurate documentation using appropriate forms

  - Collect and ensure proper storage of all sheltering forms.

Reporting Responsibilities (forms):

Animal Intake Cage Card

Animal Care Sheet Release to Foster Care

Foster Care Agreement

Release to Owner Release to Vet Facility

Registration & Agreement – Pet Friendly Evacuation Shelter

Animal Facility Survey

Volunteer Application Volunteer Manual

Volunteer Release of Liability

Volunteer Log Sign In/Out

Animal Response Intake/Disposition Supervisor

Supervisor: AR Sheltering Supervisor

General Position Description:

The AR Intake/Disposition Supervisor oversees the intake and release functions of the emergency shelter. The position will involve documentation of all animals brought into the shelter, and completion of any paperwork in regards to animals that are returned to owners or otherwise moved out of the shelter.

Specific Duties:

- Assigning animal tracking numbers as animals are brought into the emergency shelter

- Completion of all intake paperwork

- Assignment of an adoption/return to owner counselor

- Tracking of any animals rescued and taken to other facilities (e.g., veterinary care facility)

- Coordination of all animal tracking with medical, rescue, evac/transport, foster care, and adoption/return to owner.

- Coordinating the found animal database or information system

- Closing out all open paperwork for all types of disposition of animals

Reporting Responsibilities (forms):

Animal Intake Form

Animal Care Sheet

Cage Card

Animal Facility Survey

Lost Animal Alert Form

Notice of Found Animal

Animal Health Certificate

Animal Response Rescue Supervisor

Supervisor: AR Operations Section Chief

Subordinate Positions: Rescue Team Leaders

General Position Description:

The AR Rescue Supervisor is responsible for overseeing and coordinating the animal rescue efforts as needed in a disaster. The position requires a working knowledge of animal handling skills, including many species, as well as knowledge of technical rescue operations. The position will organize and appoint AR Rescue Team Leaders and Members, and will be responsible for triage of all incoming rescue requests.

Specific Duties:

- Attend daily and shift briefings

- Appoint and supervise all AR Rescue Teams

- Collect intelligence on animals in need of rescue from sources and assign appropriate teams to handle those rescue efforts

- Ensure complete and accurate documentation is maintained by all rescue team personnel

- Work with Logistics personnel through appropriate channels to ensure equipment is available

- Oversee technical rescue operations if possible to ensure collaborative and safe procedures are followed

- Work with operations command to prioritize rescue efforts for personnel and animal safety.

Reporting Responsibilities (forms):

Dispatch Log

Evacuation/Transportation Trip Log

Rescue Trip Log

Disaster Relief Reporting Form

Animal Rescue Request Form

Notice of Found Animal

Animal Response Rescue Team Leader

Supervisor: AR Rescue Supervisor

Subordinate Positions: Rescue Team Members

General Position Description:

The AR Rescue Team Leader is responsible for his/her team of up to 5 rescue team members. The team leader must ensure safe rescue procedures are followed and must ensure the safety and well-being of the team above all. The position requires a working knowledge and ability to execute technical animal rescue operations, ideally the position will be filled by someone with an advanced tactical rescue certification.

Specific Duties:

- Oversee team operations to ensure safety.

- Work with team members to rescue animals

- Accept assignments for AR Rescue Supervisor

- Execute animal rescues as possible and as assigned by AR Rescue Supervisor

- Use approved methods of animal rescue and handling

- Maintain proper records of all rescue efforts

- Maintain proper documentations of all situations found, and report any hazards or findings to AR Rescue Supervisor

- Conduct searches and animal rescue efforts

- Work with AR Evacuation/Transport Team for movement of found/rescued animals

Reporting Responsibilities (forms):

Animal Rescue Request Form

Notice of Found Animal

Rescue Trip Log

Disaster Relief Reporting Form

Animal Response Rescue Team Member

Supervisor: AR Rescue Team Leader

Subordinate Positions: as assigned

General Position Description:

The AR Rescue Team Member is responsible for participating in animal rescue efforts in the field. The rescue efforts may be assigned or found situations. The position requires working knowledge of animal handling for multiple species, and a working knowledge of technical rescue operations. The position also requires the ability to work safely with a team in a potentially hazardous environment.

Specific Duties:

- Participate in animal rescues and rescue efforts

- Document all rescues

- Report all hazards and situations to the team leader

- Safely rescue, trap, or catch free roaming domestic animals and injured wildlife

- Arrange with team leader for safe evacuation or transportation of rescued animals

- Other duties as assigned

Reporting Responsibilities (forms):

Animal Rescue Request Form

Notice of Found Animal

Rescue Trip Log

Disaster Relief Reporting Form

Animal Response Evacuation/Transport Supervisor

Supervisor: AR Operations Section Chief

Subordinate Positions: AR Evac/Transportation Team Leader, Evac/Transport Team Members, others as assigned

General Position Description:

The AR Evacuation/Transport Supervisor oversees all animal transport issues. This includes but is not limited to the evacuation or transport of animals rescued or captured by the AR Rescue Team. The position requires the ability to multi-task and to prioritize to efficiently move animals in the safest possible manner. The Evac/Trans Supervisor must have a working knowledge of the area or the ability to easily gather and process intelligence about transportation routes and final destinations.

Specific Duties:

- Gather reports and intelligence on animals in need of transport
- Arrange AR Evacuation/Transport Teams to work with the AR Rescue Teams in the disaster affected area
- Ensure proper documentation and transport procedures are followed
- Coordinate with other animal organizations for evacuation of animals shelters as needed
- Arrange for transport of adoptable animals out of are as needed
- Coordinate and assign evacuation or transport duties to teams as needed
- Work with logistics on appropriate and needed supplies for transportation efforts
- Supervise the individual teams to ensure proper procedures are followed
- Attend daily/shift briefings and give reports as requested
- Work with AR Operations Section Chief to assess overall evacuation and transport response necessary.

Reporting Responsibilities (forms):

Dispatch Log

Evacuation/Transportation Trip

Log Rescue Trip Log

Disaster Relief Reporting Form

Animal Rescue Request Form

Notice of Found Animal

Animal Response Evacuation/Transport Team Leader

Supervisor: Evacuation/Transport Supervisor

Subordinate Positions: Evacuation/Transport Team Members

General Position Description:

The AR Evacuation/Transportation Team Leader is responsible for the team operations in the field as they relate directly to the transportation and evacuation of animals. The position will directly work with and supervise the AR Evac/Transport Team Members. The position will report directly to the AR Evac/Transport Supervisor, and will take orders and report directly from that person. The position requires a working knowledge of animal handling considerations and safe vehicle operations. The team leader is responsible for the safe operations and overall welfare of the team members and must follow proper procedure and guidelines to ensure the same.

Specific Duties:

- Obtain assignments and reports from AR Evac/Transport Supervisor

- Will work with all team members to ensure safe and proper procedures

- Supervise and participate in animal handling and transport

- Coordinate vehicle operations within team

- Reporting back to AR Evac/Transport Supervisor on animals in transport and current conditions

- Accurate reporting on all animals transported

Reporting Responsibilities (forms):

Evacuation/Transportation Trip Log

Rescue Trip Log

Disaster Relief Reporting Form

Animal Rescue Request Form

Notice of Found Animal

Animal Response Evacuation/Transport Team Member

Supervisor: Evacuation/Transport Team Leader Subordinate

Positions: as assigned

General Position Description:

The AR Evacuation/Transport Team Member is responsible for hands-on animal transportation. The position requires the ability to safely and legal operate the assigned vehicle, and a working knowledge of animal handling and husbandry procedures. The position will report directly to the AR Evac/Transport Team Leader and will take orders and assignments from same.

Specific Duties:

- Animal handling

- Vehicle operations

- Map reading

- Proper documentation of mileage and situation for all transports

- Proper documentation of any direct involvement in animal transports or evacuations

  - Other duties as assigned

Reporting Responsibilities (forms):

Evacuation/Transportation Trip

Log Rescue Trip Log

Disaster Relief Reporting Form

Animal Rescue Request Form

Notice of Found Animal

Animal Response Veterinary Care Supervisor

Supervisor: AR Operations Section Chief

Subordinate Positions: Veterinarians

NOTE: Please be aware that veterinary licenses may not be valid in the state that requires the response. Please note that this does not prohibit response, but may restrict activities of a medical nature.

General Position Description:

The AR Veterinary Care Supervisor will be a veterinarian responsible for overseeing all medical operations in the response. The AR Veterinary Care Supervisor must work with the AR Operations Chief to ensure proper care is available for the animals affected by the disaster. The position requires the person to be a licensed veterinarian with the ability to manage and supervisor the medical operations of the vets responding to the disaster. In the event of a small scale response, the position may be filled by a licensed veterinary technician

Specific Duties:

- Overseeing the animal medical needs and treatments

- Ensuring that appropriate medications are made available for the care of animals

- The position may be required to make euthanasia decisions and set standards based on the response

- Work closely with the AR Operations Section Chief to ensure that medical needs are met for the animals.

- Oversee the rendering of veterinary care, and assist in the triaging of incoming medical needs.

Reporting Responsibilities (forms):

Medical Intake Form

Supply Usage Form

Notation of Care

Release to Veterinary Care Facility

State Animal Health Certificate

Animal Response Veterinarian - Small Animal

Supervisor: AR Veterinary Care Supervisor

Subordinate Positions: Veterinary Technician – Small Animal, or as assigned

General Position Description:

The AR Veterinary will deal with animals that require medical care that are brought into the shelter. The position will require the ability to triage medical cases and the ability to make decisions on euthanasia with the AR Veterinary Care Supervisor. The position will have a vet tech or assistant assigned, and therefore requires the ability to supervise.

Specific Duties:

- Triage incoming animals in their sector

- Administration of vaccinations

- Laboratory testing as necessary and available

- Treatment of animals for new or pre-existing medical conditions

- Possibly performance of surgical procedures as needed and as possible

- Administration of medications and other care as needed

- Documentation of all animal care and medication administered

- Reporting and appropriate documentation of any euthanasia or carcass disposition

- Ensure that appropriate husbandry and care needs are met by all animals under medical care

Reporting Responsibilities (forms):

Medical Intake Form

Supply Usage Form

Notation of Care

Release to Veterinary Care Facility

State Animal Health Certificate

Animal Response Veterinarian - Large Animal

Supervisor: AR Veterinary Care Supervisor

Subordinate Positions: Veterinary Technician – Large Animal, or as assigned

General Position Description:

The AR Veterinary will deal with animals that require medical care that are brought into the shelter. The position will require the ability to triage medical cases and the ability to make decisions on euthanasia with the AR Veterinary Care Supervisor. The position will have a vet tech or assistant assigned, and therefore requires the ability to supervise.

Specific Duties:

- Triage incoming animals in their sector

- Administration of vaccinations

- Laboratory testing as necessary and available

- Treatment of animals for new or pre-existing medical conditions

- Possibly performance of surgical procedures as needed and as possible

- Administration of medications and other care as needed

- Documentation of all animal care and medication administered

- Reporting and appropriate documentation of any euthanasia or carcass disposition

- Ensure that appropriate husbandry and care needs are met by all animals under medical care

Reporting Responsibilities (forms):

Medical Intake Form

Supply Usage Form

Notation of Care

Release to Veterinary Care Facility

State Animal Health Certificate

Coggin's Test

Animal Response Veterinarian - Exotic Animal

Supervisor: AR Veterinary Care Supervisor

Subordinate Positions: Veterinary Technician

General Position Description:

The AR Veterinary will deal with animals that require medical care that are brought into the shelter. The position will require the ability to triage medical cases and the ability to make decisions on euthanasia with the AR Veterinary Care Supervisor. The position will have a vet tech or assistant assigned, and therefore requires the ability to supervise.

Specific Duties:

- Triage incoming animals in their sector

- Administration of vaccinations

- Laboratory testing as necessary and available

- Treatment of animals for new or pre-existing medical conditions

- Possibly performance of surgical procedures as needed and as possible

- Administration of medications and other care as needed

- Documentation of all animal care and medication administered

- Reporting and appropriate documentation of any euthanasia or carcass disposition

- Ensure that appropriate husbandry and care needs are met by all animals under medical care

Reporting Responsibilities (forms):

> Medical Intake Form
>
> Supply Usage Form
>
> Notation of Care
>
> Release to Veterinary Care Facility
>
> State Animal Health Certificate

Animal Response Veterinary Technician

Supervisor: Veterinarian – Small Animal, or as assigned

General Position Description:

The AR Veterinary Technician is responsible for assisting the veterinarian on scene with medical care. In the event that there is no vet on scene the vet tech will be responsible for the triage of all incoming animals, and advising on the movement of animals in need of care to appropriate medical facilities. The position will require the ability to calculate medication dosages, take vital signs, and knowledge of medical care procedures.

Specific Duties:

- Assisting the veterinarian with medical procedures

- Assisting with intake and triage of animals for care

- Administration of medications and vaccines as assigned

- Documentation of medical care

- Taking of vital signs, and documentation of changes in status

- Assisting in euthanasia as needed

- Assisting in surgery as needed

- General care and husbandry of animals in the medical sector

- Other duties as assigned

Reporting Responsibilities (forms):

    Medical Intake Form

    Supply Usage Form

    Notation of Care

    Release to Veterinary Care Facility

    State Animal Health Certificate

Animal Response Volunteer

Coordinator Supervisor: AR Logistics

Section Chief Subordinate Positions: As

assigned General Position Description:

The AR Volunteer Coordinator is responsible for management of volunteers in the disaster effort. The position will require the ability to interview and screen emergent volunteers at the emergency sheltering compound. The position will also be responsible for establishing tracking procedures to document all volunteer man hours, contact information, and liability releases.

Specific Duties:

- Identification of volunteers and assignment of tracking procedures

- On scene screening and training of emergent volunteers

- Administer the volunteer orientation program on scene for emergent volunteers

- Determination of appropriate tasks for emergent volunteers

- Documentation of any volunteer tasks, injuries, etc.

- Ensuring that all volunteers are briefed daily on tasks and daily needs

- Paperwork management especially for liability releases for all on scene volunteers

Reporting Responsibilities (forms):

Volunteer Application

Volunteer Liability Release

Personnel Log Sign In/Out

Volunteer Manual

Volunteer Training Sign Off

Volunteer Badges

Appendix 9: Emergency Animal Shelter Onsite Checklist

EMERGENCY ANIMAL SHELTER ON-SITE CHECKLIST

(ATTACH SITE PLAN)

A. Services Needed in an Emergency Response

Service	Company and/or Name of Contact	Phone #
Building owner		
Security		
Fire Department		
Police or Sheriff		
Hospital		
Ambulance		
Civil Defense/National Guard		
Professional Advice		
Insurance Company		
Freezer		
Washer/dryer		
Legal Advisor		
Electrician		
Plumber		
Carpenter		
Exterminator		

Fumigation Service

Locksmith

Utility Companies

Electric
Gas
Telephone (including cell)
Water

Janitorial Service

Waste disposal

Transportation

Warehouse/resource
management

Glass Company

Other

B. In-house Response Equipment

(List locations and attach site plans with locations labeled)

Keys

Main Utilities

a) Main electrical cut-off switch

b) Main water shut-off valve

c) Main gas shut-off

Sprinkler system

Heating/cooling system

Fire extinguishers

a) Wood, paper, combustible (Type A)

b) Gasoline and flammable liquid (Type B)

c) Electrical (Type C)

d) All routine types of fire (Type ABC)

Master fire alarm (pull box)

Generator

Smoke and heat detectors

CO_2 detectors

Cellular telephone

Portable pump

Extension cords (50 ft., grounded)

Flashlights

Camera with film

Battery operated radio

Tool kit (crowbar, hammer, pliers, screwdriver)

Brooms and dustpans

Mop, bucket, sponges

Wet-vacuum

Metal book trucks

Portable folding tables

Portable fans

Protective masks/glasses

Hard hats

Rubber boots

Rubber or plastic aprons

Gloves (leather, rubber)

Drying space

C. In-house Emergency Supplies

(List locations and attach floor plans with locations labeled)

First aid kit

Heavy plastic sheeting (with scissors and tape)

Paper towel supply

Plastic garbage bags

Polyethylene bags (various sizes)

Waxed or freezer paper

Absorbent paper (blank newsprint, blotter, etc.)

Dry chemical sponges (for removing soot)

Clipboards (also paper pads, pencils, waterproof pens, large self-adhesive labels)

Emergency funds

a) cash

b) purchase orders

c) institutional credit cards

Are all staff familiar (by tour, not map) with location of a copy of this plan, the location and use of numbers 1-36 above, thermostats, regular exits, fire exits, fire extinguishers, flashlights, radio, etc.?

D. Additional Sources of Emergency Equipment and Supplies

Item	Supplier	Phone
Wet vacuum	_____	_____
Sand bags	_____	_____
Portable dehumidifiers	_____	_____
Portable electric fans	_____	_____
Portable generator	_____	_____
Portable pump	_____	_____
Refrigerator trucks	_____	_____
Nearest off-site phone	_____	_____
Nearest CB radio	_____	_____
Portable lighting	_____	_____
Extension cords (50ft., grounded)	_____	_____
Metal book trucks	_____	_____
Plastic (milk) crates	_____	_____
Sturdy boxes	_____	_____
Heavy plastic sheeting	_____	_____
Plastic garbage bags	_____	_____
Polyethylene bags (various sizes)	_____	_____

Item	Supplier	Phone
Dry ice	_____	_____
Drying space	_____	_____
Portable tables	_____	_____
Absorbent paper (blank newsprint, blotter, etc.)	_____	_____
Paper towels	_____	_____
Plastic buckets and trash cans	_____	_____
Water hoses with spray nozzles	_____	_____
Brooms and dustpans	_____	_____
Mops, buckets, sponges	_____	_____
Monofilament nylon (fishing) line	_____	_____
Hard hats	_____	_____
Rubber boots	_____	_____
Rubber and/or plastic aprons	_____	_____
Gloves (rubber/leather)	_____	_____
Protective masks/glasses	_____	_____
Photographic equipment/supplies	_____	_____
Portable toilets	_____	_____
Construction materials (wood, screws, nails)	_____	_____
Ladders	_____	_____

Item	Supplier	Phone
Extra security personnel	_____	_____
Other	_____	_____

E. Daily Upkeep Checklist

The following should be checked during opening and closing procedures, and included in overnight security patrols.

	Y	N
Keys are secure and accounted for	_____	_____
Safes/locked cupboards are secured	_____	_____
Doors/gates that are supposed to be locked are locked	_____	_____
Evidence of tampering with locks or access points	_____	_____
Evidence of tampering with major utilities	_____	_____
Anyone hiding in the building	_____	_____
Fence parameters checked	_____	_____
Doorbells, buzzers, intercom are working	_____	_____
Lights are working (including emergency lighting)	_____	_____
Surveillance equipment is operating	_____	_____
Alarms are armed or disarmed as required	_____	_____
Equipment is operating properly		
a.) HVAC	_____	_____
b.) Water tanks	_____	_____
c.) Pumps	_____	_____
d.) Special equipment	_____	_____

	Y	N
Unusual or off-hours activity	_____	_____
Construction/renovation areas	_____	_____
Unusual smells or sounds	_____	_____
Evidence of water leakage (walls, ceilings, floors)	_____	_____
Known problem areas	_____	_____
Refrigerators and freezers are plugged in and operating	_____	_____
Small appliances are unplugged	_____	_____
Sinks and toilets are in working order	_____	_____

F. Weekly Upkeep Checklist

	Y	N
Emergency numbers are posted near every telephone	_____	_____
Fire extinguishers are updated and operable	_____	_____
Smoke and/or heat detectors are operable	_____	_____
Sprinkler system is operable	_____	_____
Water detectors are operable	_____	_____
Halon or other fire suppression system is operable	_____	_____
Fire alarms are operable	_____	_____
Internal detection devices are in working order	_____	_____
Internal alarms are in working order	_____	_____

	Y	N
External alarms are in working order	_____	_____
Back-up systems have been tested	_____	_____
a.) Emergency lights	_____	_____
b.) Power	_____	_____
c.) Alarm panels		
Incident reports have been reviewed	_____	_____
All keys are accounted for	_____	_____
Flashlights are operable	_____	_____
Transistor radio is operable	_____	_____

G. Other Emergency Issues

Date of last inspection by local fire department:

_____

Frequency: _____ Required? (Y/N)   Next scheduled date: _____

Appendix 10: Standard Forms

    A.   **NARSC Request for Rescue Form**
    B.   **NARSC Shelter Animal Intake Form**
    C.   **NARSC Seizure Animal Intake Form**
    D.   **NARSC Animal Status Change Form**

Request for Rescue Form

Incident: _____

Date: _____   Time: _____ am/pm   Animal ID # _____

Reason for Rescue: ☐ Owner Request   ☐ Agent Request   ☐ EM/Command   ☐ ACO
☐ ASAR   ☐ Other: _____
Team Assigned: _____

_____   _____
Address/current location of animal   Additional information for rescue

_____   _____
Owner(s) Name   Address (city, state, zip)

_____   (   )_____   (   ) _____
Owner Email Address   Phone   Cell Phone

_____ _____ (   ) _____ (   ) _____
Person Requesting Rescue   Relationship   Phone   Cell Phone

_____   (   ) _____
Veterinarian or Hospital/Office Name   Phone

_____
Agency/Individual Receiving Rescue Request

Animal Information

Species	Breed	Color/Markings	Behavior
☐ Dog ☐ Cat ☐ Other: _____			☐ Friendly ☐ Shy/Cautious/Fearful ☐ Aggressive ☐ Biter/Hold

Please Initial where consent will be given*:*
____ Does the person requesting rescue have the owner(s) permission to authorize necessary care? ☐ Y ☐ N
____ Is authorization provided for in field medical care? ☐ Y ☐ N Do not perform: _____
_____
____ Is key available? ☐ Y ☐ N Key Location: _____
____ Is keyless entry authorized? ☐ Y ☐ N Means of approved entry? _____
_____ _____ _____
Signature   Print   Date

Status: ☐ Rescued   ☐ Unable to capture   ☐ No sign of animal   ☐ Access denied   ☐ Found deceased

Animal Health: ☐ Emergency Care   ☐ Needs Medical Care   ☐ Stable   ☐ Pregnant

Outcome: ☐ Returned to Owner(s)
Transported: ☐ Emergency Shelter   ☐ Veterinarian   ☐Foster   ☐Other
Location: _____

Shelter Animal Intake Form

Incident: _____

Intake Personnel Name: _____ Title: _____

Date: _____ Time: _____am/pm   Animal ID # _____

Arrival Status:
☐   Rescued   ☐ Owner/Agent Drop-off   ☐ Owner Requested   ☐ ASAR
☐   Found   ☐ Relinquished   ☐ Deceased

Name	Species	Breed	Color/Markings	Gender	Known ID
				☐ Female ☐ Male Altered ☐ Yes ☐ No	☐ Collar ☐ ID Tag ☐ License: _____ ☐ Rabies:_____ ☐ Microchip:_____ ☐ Tattoo:_____

_____
Address and/or location where animal was recovered

_____
Owner(s) Name

_____
Owner(s) Address

(   ) _____   (   ) _____   _____
 Phone (home)   Phone (cell)   Owner(s) email address

_____   (   ) _____
Veterinarian's Name   Phone

Emergency Contact
_____   _____   (   ) _____   (   ) _____
Name   Relationship   Phone   Cell phone

_____ The animal owners (agents) acknowledge that the risk of injury, escape or death of the animal during an emergency cannot be eliminated. By signing I do not hold the (insert agency name here) and its representative responsible for injury, escape or death of the animal during an emergency.
_____ The animal owners (agent) acknowledges that the risk of injury, escape or death of the animal during an emergency cannot be eliminated and agree to be responsible for any veterinary care or expenses which may be incurred in the necessary treatment of their animal. It is also requested that the animal owner(s) agent contribute to the daily care of their animal, whenever possible.

_____   _____ _____
Signature   Print   Date

Final Disposition of Animal:
☐ Returned to Owner   ☐ Hold for Owner   ☐ Adopted   ☐ Euthanized/Deceased

Transported: ☐ Shelter _____   ☐ Foster Location _____   ☐ Other_____

Animal Seizure Intake Form

Incident: _____

Intake Personnel Name: _____ Title: _____

Date: _____ Case # _____ Animal ID # _____

Animal Transport # _____ Agency or Team: _____

Animal Stats

Name	Species	Breed	Color/Markings	Gender	Known ID
	☐ Dog ☐ Cat ☐ Other _____			☐ Female ☐ Male Altered ☐ Yes ☐ No	☐ Collar ☐ ID Tag ☐ License: _____ ☐ Rabies:_____ ☐ Microchip:_____ ☐ Tattoo:_____

Initial Evaluation

Behavior: ☐ Friendly ☐ Shy/Cautious/ Fearful ☐ Aggressive ☐ Biter/Bite Hold

Animal Health Status: ☐ Emergency Medical ☐ Medical Care Advised ☐ Stable ☐ Pregnant ☐ Deceased

Medical Exam: Date: _____ Veterinarian: _____ ☐ Examined ☐ Treatment Sheet Filed

Final Evaluation

Disposition: ☐ Returned to owner ☐ Deceased ☐ Euthanized
☐ Adopted Name: _____ Address: _____ Phone: ( ) _____ ( ) _____ ☐ Transferred Organization: _____ Address: _____ Contact: _____ Phone: ( ) _____ ( ) _____

Final Behavioral Evaluation

Behavior: ☐ Friendly ☐ Shy/Cautious/ Fearful ☐ Aggressive ☐ Biter/Bite Hold

Exit Personnel/Evaluator Name: _____ Title: _____

Animal Status Change Form

Incident: _____

Case# _____   Animal ID # _____

On-Going Evaluation: Date: _____   Evaluator: _____ Title: _____

Animal Status: ☐ Friendly ☐ Shy/Cautious/Fearful ☐ Aggressive ☐ Biter/Bite Hold
Animal Health Status: ☐ Emergency Medical ☐ Medical Care ☐ Stable ☐ Pregnant ☐ Deceased
Medical Exam: Date: _____   Veterinarian: _____   ☐ Examined   ☐ Treatment sheet attached
Treatment: ☐ Treated on site ☐ Competed ☐ Transported to: _____
Pregnancy: ☐ Gave Birth # Whelped_____   Transported: ☐ Shelter _____   ☐ Terminated   ☐ Foster _____

Appendix 11: Best Practices for Social Media Usage and Management in Emergency Animal Sheltering Planning and Operations

Introduction

By their very nature, disasters often involve quickly changing conditions, and all those involved need accurate, up to date information. Social and electronic media are valuable tools to convey information to the public as well as maintaining situational awareness.

People use social media in larger numbers and now expect certain information to be available to them on the web and their smartphones. Animal owners and the animal welfare community communicate extensively via Facebook pages, Twitter, and websites. If we hope to communicate with these communities in a disaster the decision to use social media is an easy one.

Uses for Social Media at the Emergency Shelter

In a disaster, people are desperate for accurate information. Being able to get answers can actually be lifesaving. For example, knowing that there is an emergency animal shelter open may impact a family's decision to evacuate. Pet owners may desperately seek to find their animal(s) displaced or lost in the disaster, and finding descriptions or photos of animals found can help reunite them.

The most important use you will have for social media is to help reunite owners with their animals. With the ability to share images and information in real time, there is no more helpful tool to facilitate reunifications. Other important uses are: convey information about the emergency shelter (hours, location, and types of animals it accepts), donations needed (and not needed), sharing public safety information, identifying pet-friendly hotels, how to request an animal rescue, communicate with other agencies, and to identify and dispel rumors.

Overview of Social Media Tools

For an emergency shelter, the most useful tools are Facebook, Twitter and websites.

- **Facebook**—this is the most-used social media platform, it is user friendly, and many people are already familiar with it. It is easy to share photos and videos.

- **Twitter**—this is less used by the general public, but is now the place where news breaks online. "Tweets" are messages that consist of 140 characters or less, and can be used to share images. It is heavily used by emergency responders, including emergency managers, police departments, fire departments, and other agencies.

- **Websites**—for most organizations, the bulk of your information and content still exists on your website. All social media should drive people to your website for more information. Your website is the only piece over which you have complete control with regard to accuracy.   Additionally, websites can be created for a particular purpose—such as a central Lost & Found Pets site. These can be prepared before a disaster strikes and then publicized when needed, becoming a central source of disaster-related information.

The next sections discuss in more detail how you can use Facebook, Twitter, and Lost and Found Animal websites as part of your emergency sheltering operation. However, there are some best practices common to all the platforms.

Social Media Best Practices

- **Have a dedicated social media team**—to maintain consistency and accuracy, the fewer people involved in managing your social media, the better. Two people, or a small team of up to five, should be dedicated to maintaining social media and electronic communications and nothing else. This team must be kept abreast of all the latest developments and news, so they can provide accurate and timely information to the public.

- **Be clear on your goals**--do you only want to provide information on the shelter and help facilitate reunifications? If so, focus your efforts on that alone. Are there already good reunification websites and pages up?—then perhaps your social media would be most useful directing people to those sites.

- **Work with Public Information Officers (PIO)**—any disaster for which you are sheltering will be run according to ICS principles. A Public Information Officer is the person designated who has the authority to release information to the media, speak for an agency, and release photos, statements, and other information. A PIO for an incident will be identified; additionally, all agencies involved will have their own PIO. It is crucial for your social media team to be aware of and in communication with relevant PIOs in order to receive and share critical information accurately.

- **Be responsive**—people reaching out to you via social media deserve timely, responsive replies. They are often very stressed, and only want to find their animal, or a place for their animal. Providing good customer service for those reaching out to you via your website or social media means responding with accurate information in a timely manner. Be ready with referrals for services or issues you don't handle.

- **Maintain a Positive Tone**—remember that you are dealing with people during some of the most difficult times they will experience. Anticipate that sometimes people express their fear, hurt, and disappointment by angrily lashing out. While your team is not expected to endure abuse, it is helpful to encourage them to provide a positive and helpful tone online. This often helps diffuse difficult situations, and can be the most humane way to deal with people.

- **Email Address--** set up and maintain a new email address specifically for this disaster. It can be a free Gmail or Yahoo email account. You will use this account to set up your Twitter account, answer emails from the website, provide it to reporters and more. Keep the password in a safe place and only share it with your established outreach team, the people who will be checking and responding to emails on this account.

Using Social Media for Reunification

The most important thing you will be doing with the tools described in this section is helping animals and owners reunited. *In order to reunify as many animals as possible, it is critical to keep at least one dedicated member of your staff/social media team working solely on reunification.* When using social media to reunify animals and owners, you will encounter several challenges:

Multiple websites/social media pages--the biggest challenge is that many Facebook pages will start popping up as soon as a disaster happens, all with the aim of reuniting pets and owners. Some will be truly helpful; others will merely complicate things. You can't stop this from happening, but at the very least you should reach out to these page owners and ask if they would consolidate with you or at least not hamper your efforts.

People posting in multiple locations--People looking for their lost pets may not realize that quite a few places will exist online where they can post their missing pet--and they may not know which is the "official page" identified by the jurisdictions rescuing and sheltering recovered animals. If an owner posts their pet on some other, smaller Facebook page, they may miss the greater exposure that your site and page will get. Working with news media (local and national), local digital billboard companies, etc. can help spread the word for people to post and search for pets on a central site.

Animals at multiple locations--In most disasters displaced pets are kept in more than one sheltering location. A member of your team needs to be comparing pictures on websites, looking at animals in the shelter, to try to identify matches.

Limited Internet Access

Lack of Internet access can affect your team's ability to share information online, but it can also impact the public's ability to find their pets and/or post them on your website if they don't have a connection.

Make sure that you have a plan in place for Internet access at your emergency shelter. Any local cable or satellite company can hook up a hotspot; think of it as an electric generator, except it provides Internet access instead of electricity.

People affected by the disaster and missing their pet(s) may not have access to photos of their pet(s); they may have lost their cell phones and may not have any way of connecting to the Internet. People may bring you physical photos to scan or capture. They may need to text you photos. They may need you to retrieve photos from their Facebook pages. Be flexible and willing to help people however you can.

Using Social Media for Interagency Communication

The primary focus of social media is to convey information to the public, but if multiple local agencies are responding to a disaster, social media can be helpful in coordinating communications among various organizations, too.

At the direction of the requesting agency, you can create a secret/hidden Facebook group and add all relevant individuals. (If anyone does not have a Facebook account, they can get one just for this) A Facebook group is a private and confidential forum where members can communicate in real time and/or leave messages. Share resources, coordinate meetings, convey latest news and information—you can accomplish all of this and more in a Facebook group much more easily than through mass emails.

You can also schedule live chats, where everyone can logon at the same time and have a group chat. If in-person meetings are difficult or not possible, a Facebook group can be a solution.

More detailed information on specific platforms—Facebook, Twitter, and Lost & Found websites is found below.

Facebook

First Steps

- Set up a new Facebook page. You must already have a Facebook profile in order to do this. Facebook pages are designed to be administered by people with profiles. If you create a page without having a profile to administer it, your functionality on Facebook will be severely limited, and you will not be using Facebook effectively.
- Chances are the person in charge of setting up this page and leading this team will be familiar with Facebook and will have a profile. If not, he or she should set up a personal profile *before* creating the Facebook page.
- Set up your new page as a "Community Page" (the designation is not critical, however)
- Make sure your page name includes the "name" of your disaster, and "official" in the title, such as "OKC Area Tornado Animal Rescue Response – Official"
- Complete the information on the page – date established, web site URL, email address, phone number, etc.
- Complete the page description (make sure it includes "official" too)
- Add a profile photo that is 160 x 160 pixels and a cover photo that is 851 x 315 pixels. Don't worry too much about these graphics—just make sure they convey what the page is about. Your profile picture will appear next to every post you make as a 33x33 pixel box.
- Decide what to do when people post photos on your page of lost and found pets. Do you want to send them to your website to post the pet? Do you want to repost it "from" your page? (It's fine to post a lot—people expect it because of the nature of the disaster) Recommendation: encourage people to post pets on your website, NOT on your Facebook page, since they will get more visibility there.
- Settings for "Posting Ability" – allow posts and photos from others on your page
- Settings for "Messaging" – turn on. Allow users to send private messages.
- Post suggestions:
  - Post pertinent details once a day: shelter location, hours, link to website, etc.
  - Especially at first, encourage people to add their friends so you get a lot of followers quickly
  - Post links to updates and information on your site. Do not post animals directly on Facebook—link to pets' pages and listings on your site.
  - If you get a private message or email with a question that would be relevant to others, repost it with the answer.

Best Practices

- Set up a new, separate page for this specific disaster animal response
- Put "official" in the name
- Team Leader (usually from requesting agency) should be the Page Manager
- Assign relevant people "Content Creator" status on the page
- Post links to content on your website
- Monitor the page constantly – set up alerts – especially in the first 5 days
- Respond to all questions and comments promptly
- Delete comments/posts that are irrelevant, inflammatory or abusive
- Routinely use Facebook search tools to monitor and search for other Facebook pages that are created around this disaster animal response
- Reach out to those page owners, encourage them to partner with you, explain the confusion caused by duplication of information, possibly conflicting information, etc. These people may or may not

cooperate, and you have no control over what they do. But you can at least make them aware of your official presence and hope that they work to help the effort and not hinder it.

- Using Facebook "as" your page, comment and interact with other relevant Facebook pages, such as local and national news media, other area shelters, community agencies, etc.

Twitter

First Steps

- Set up your account at Twitter.com using the new email address you created
- Make your user name relevant, but as short as possible
- Be sure to activate your Twitter account by clicking on the confirmation email they send you
- Twitter posts can be no longer than 140 characters
- Establish disaster-related specific hashtags to aggregate information and posts (Learn about hashtags and other Twitter "lingo" here: https://discover.twitter.com/learn-more?gclid=CNCw25ack7sCFbA7MgodTlsAqA)
- Create your profile picture. Recommendation: use the same photo as your Facebook profile photo. It's not critical to set your Twitter background or cover photo; most users will not be looking at your Twitter profile page
- Write your "about me" message, including "official" in the description
- Set your Twitter "name" to be related to the disaster – include "Official" in the name

Best Practices

- Set up Twitter alerts (automatic searches) for relevant phrases so you can answer questions
- Establish uniform hashtags to aggregate posts surrounding animal response
- Answer all questions and comments in a timely, respectful manner
- Include links in your tweets and a call to action (ask people to DO something)
- Tweet often—Accepted practice on Twitter is much more frequent activity than on Facebook (30+ tweets a day is fine)
- Don't get distracted—keep the focus on your mission and goal
- It's perfectly fine to repeat yourself—no one will see ALL your tweets
- Don't use more than 2 hashtags per message
- You won't have leisure time to browse through the millions of tweets that are posted every minute, but if you do see something relevant and local, retweet it—it helps with engagement and to get more followers.

Lost & Found Animal Websites

It may seem logical at first to share photos of lost or found animals on Facebook and Twitter. After all, then people can disseminate the information far and wide. However, doing this makes it impossible for you to maintain the accuracy of your information.

If you post a photo of a dog in your shelter, and that dog is reclaimed the next day, you can remove his photo from your Facebook page. But in the meantime, that photo may have been shared 250 (or more) times, and you cannot do anything about those instances of your photo floating around out there.

Instead, post all of this information on your website, and share *links* on social media. That way, people can share the link all they want, but when users follow the link back to your site, they will always see the most updated information.

Don't delete photos of animals that have been reclaimed. This can confuse well-meaning volunteers and citizens who may have been "working" that animal's case. They will become alarmed and you will be barraged with emails and messages that you will waste valuable time answering. Simply post updates on that pet's listing, such as "reunited with owners, 4/29" so that people know what is happening.

First Steps

Creating a basic, free website is easier than you may think. If you have an IT team or people in your organization that do this, have them set it up for you. But if you are tackling this on your own, here is a simple checklist to get started. (You can set this up before a disaster happens)

- Go to wordpress.com and create your free account. You'll choose the word(s) that will become your domain name, so keep it short and sweet. This will be your web address: yournamehere.wordpress.com.
- If you want, purchase a domain name and forward it to your wordpress site. This will cost you about $13, but www.yoursitename.org is a lot easier for people to remember than yoursitename.wordpress.com.
- Choose from any of the available "themes" for your site. The theme is how the site looks—the layout, font, colors, etc. A good, simple theme is the 2012 Wordpress theme or the 2013 Wordpress theme. You can see other free themes here: http://theme.wordpress.com/themes/sort/free/
- Once you've created your site, start creating content. Create your pages first: Lost and Found Pets, Contact Us, Resources, How You Can Help, etc.
- Fill in content on the pages you can, and leave empty the ones that you won't have content for until the disaster happens.

Much of your website can be set up in advance. You won't know the specific details until the disaster hits, but you can build the site structure and fill in the blanks later.

- Home page – basic and most pertinent info. Shelter hours, location, hotline numbers, relevant agency contact information, etc.
- Pet listings page - up-to-date listing of pets in shelter and their statuses
- Contact page (for people who need to get in touch with you)
- Press/Media page – contact information for media; you can also list press releases, photos, statements, etc. here
- Lost/Found section - The ability for the public to submit pets they have lost and found
- "How you can help" page – volunteer opportunities, donation requests
- Resources page – local pet-friendly hotels, boarding facilities, pet food pantries, veterinarians, etc.
- News - latest in-shelter updates and anything that can be useful to the public regarding emergency animal sheltering and care
- Donate page - online donation mechanism (credit card processing). Decide up front if you want to take donations on this site, or direct visitors elsewhere to make donations. MANY people coming to this site from all over the world will want to make a donation, so you need to address it somewhere on the site.

Conclusion

Animal emergency response is a constantly-changing field, and over the past few years, new technology tools like the Internet and social media have begun working their way into our response arsenal. Recently, we have seen the Internet grow as a vital communication tool in emergencies all over the world. When animals are involved, social media has been a game-changer in successful reunification of owners with pets, and communicating emergency information to the public.

Appendix 12: Common Acronyms in Animal Disaster Response

AHA	American Humane Association
ALAN	American Logistics Aid Network
APHIS	Animal Plant Health Inspection Service (in U.S. Department of Agriculture)
ARC	American Red Cross
ASPCA	American Society for the Prevention of Cruelty to Animals
ATM	Automatic Teller Machine
AVMA	American Veterinary Medical Association
AVMF	American Veterinary Medical Foundation
BART	
BFAS	Best Friends Animal Society
CAHO	
CART	County (or Community) Animal Response Team
CERT	Community Emergency Response Team
DART	Disaster Animal Response Team (or Training)
EM	Emergency Management
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMI	Emergency Management Institute (Emmitsburg, MD)
EOC	Emergency Operations Center
FB	Facebook
FEMA	Federal Emergency Management Agency
FFA	Future Farmers of America
FLSARC	Florida State Animal Response Coalition
HSUS	The Humane Society of the United States
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
ID	Identification
IFAW	International Fund for Animal Welfare
IMT	Incident Management Team
IRS	Internal Revenue Service
JFO	Joint Field Office
JITT	Just-in-Time Training
LASPCA	Louisiana Society for the Prevention of Cruelty to Animals
LOA	
LTR	Long-term Recovery
LSART	Louisiana State Animal Response Team
MAA	Mutual Aid Agreement
MART	Mississippi Animal Response Team
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NACA	National Animal Control Association
NARSC	National Animal Rescue and Sheltering Coalition
NASAAEP	National Alliance of State Agricultural and Animal Emergency Programs
NCCC	National Citizens Corps Councils
NIMS	National Incident Management System

NRF	National Response Framework
NVOAD	National Voluntary Agencies Active in Disaster
NWS	National Weather Service
OSHA	Occupational Health and Safety Administration
PASART	Pennsylvania State Animal Response Team
PIO	Public Information Officer
PTSD	Post-traumatic stress disorder
RRCC	Regional Response Coordination Center
RTO	Return to Owner
SART	State Animal Response Team
SAWA	Society of Animal Welfare Administrators
SMART	State of Massachusetts Animal Response Team
SOP	Standard Operating Procedures
USDA	U.S. Department of Agriculture
USGS	U.S. Geological Survey
VOAD	Voluntary Agencies Active in Disaster

Additional acronyms, abbreviations and terminology commonly used in disaster response, the Incident Command System or animal handling may be researched online, including at::
http://www.fema.gov/fema-acronyms-abbreviations-and-terms.

Appendix 13: FEMA Independent Study Links

- **IS-100.B: Introduction to Incident Command System, ICS-100** (revised: October 31, 2013), http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-100.b

- **IS-200.B: ICS for Single Resources and Initial Action Incidents** (revised: October 31, 2013), http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-200.b

- **IS-700.A: National Incident Management System (NIMS) An Introduction** (revised: October 31, 2013),http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-700.a

- **IS-701.A: NIMS Multiagency Coordination System (MACS) Course** (revised: October 12, 2010),http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-701.a

- **IS-800.B: National Response Framework, An Introduction** (revised: October 31, 2013), http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-800.b

Appendix 14: FEMA Links for Public Assistance Guidance

FEMA programs designed to provide public assistance (that is, assistance to a community to recover from disaster) may cover animal-sheltering-related activities. Please see the links below for more information:

- **Public Assistance Program, Policy & Guidance**, http://www.fema.gov/9500-series-policy-publications

- 9523.15 **Eligible Costs Related to Evacuations and Sheltering (4/6/07),** http://www.fema.gov/pdf/government/grant/pa/9523_15.pdf