
PART II

Local Animal Services Implementation Guidance

Illinois-Indiana-Wisconsin Combined Statistical Area



Preface

Part II of the Illinois-Indiana-Wisconsin (IL-IN-WI) Combined Statistical Area (CSA) Regional Animal Services Plan (RASP) provides guidance to local jurisdictions for planning and implementation of animal services operations under disaster response conditions. Whether a local jurisdiction within the the IL-IN-WI CSA is directly impacted or is providing assistance to another jurisdiction, Part II presents preparedness considerations and operational concepts to facilitate management and care of household pets during a catastrophic incident response. This RASP draws on input from various local, state, and federal government agencies, and non-governmental organizations (NGO) that were interviewed to discuss their roles, responsibilities, resources, and needs during a disaster. Each local jurisdiction should utilize this guidance to develop or augment the animal services portion of its Emergency Operations Plan (EOP) or Emergency Support Function (ESF)-11 annex .

This guidance document references tools within the accompanying RASP Toolkit. Jurisdictions should consider the tools as planning or operational aids to implement or change as needed. Tools can be identified by the icon shown below, along with a link to the tool if viewed electronically.



Sample Tool Icon – [see RASP toolkit for tool](#)

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1.0 Overview

This Part II of the Regional Animal Services Plan (RASP), *Local Animal Services Implementation Guidance*, provides framework and guidance to each jurisdiction of the Illinois-Indiana-Wisconsin (IL-IN-WI) Combined Statistical Area (CSA) for implementing local animal services during a large or catastrophic disaster or other incident affecting the Region or portion thereof. It describes local approaches to implementing organizational structures for providing animal services. Among other information, Part II outlines implementation options for the following animal services frameworks:

- Local Animal Services Emergency Coordinator (LASEC) (individual resource)
- County Animal Response Team (CART)
- Incident Management Team (IMT).

Operational guidance specific to counties for providing animal services and supporting animals during a disaster is in the *Regional Animal Services Plan (RASP) Part III: Operational Guidance*. Further information—sample information, plans, and protocols—is in the *RASP Toolkit*.

When a county decides to implement local animal services in response to a larger regional incident, the county can access information regarding its coordination with the Region and the three participating states in the *RASP Part I: Regional Command, Control, Coordination, Management, and Communications*. Part I of the RASP describes the regional approach to animal response during a catastrophic incident that the IL-IN-WI CSA has adopted. Part I integrates concepts and overarching policies drawn from pre-established doctrine and documents with new and additional information pertaining to pets, livestock, and other animal populations that may be affected. Moreover, Part I reveals the structure of regional coordination for animal support in response to a catastrophic incident.

Evacuation, shelter, and care during a catastrophic incident will require coordination across jurisdictions and geographical boundaries. Establishment and consistent use of common terminology will minimize confusion throughout the CSA. Table 1 below defines the regionally accepted terminology and provides additional information associated with regional animal services.

Table 1. Definitions

CSA Accepted Terminology	Definition	Other Information
Household Pets	Federal Emergency Management Agency (FEMA) defines the term “household pet” as a domesticated animal such as a dog, cat, bird, rabbit, rodent, or turtle kept in the home for pleasure and not for commercial purposes.	For the purposes of this plan, may also simply be referred to as “pets”.
Service Animals	The Department of Justice revised regulations for the Americans with Disabilities Act (ADA) defines services animals as dogs that are individually trained to do work or perform tasks for people with disabilities.	Service animals are not considered pets and must be allowed to accompany their owners through the evacuation process.
Livestock	Domesticated animals raised in an agricultural setting to produce commodities.	For planning purposes under this plan, livestock kept in a home as a pet will be considered livestock and may not be covered under regional or local transportation and sheltering concepts of operation.
Evacuation Assembly Point (EAP)	Type I – Temporary gathering point for evacuee transportation coordination and embarkation out of the impacted area. Basic services including emergency medical care and respite are <u>not</u> available.	Located within or on the fringe of the impacted area, away from immediate or imminent danger. Typically staffed by first responders on site, including local fire, emergency medical services (EMS), law enforcement (LE), and transportation authorities. Limited animal service personnel.
	Type II – Temporary location for evacuation embarkation and transportation coordination. Basic services, such as triage and emergency medical, and resources are available in a field setting.	
Regional Hub Reception Center (RHRC)	Regional facility operated at the local level where evacuees and household pets displaced by the incident receive assistance and shelter assignment services. A short-term mass care center to meet the immediate needs of displaced populations.	Located outside of the impacted area where additional mass care services can be offered. Typically staffed by local public agencies, and private-sector and non-governmental organizations (NGO) in coordination with the IL-IN-WI CSA Regional Mass Care and Sheltering Annex.

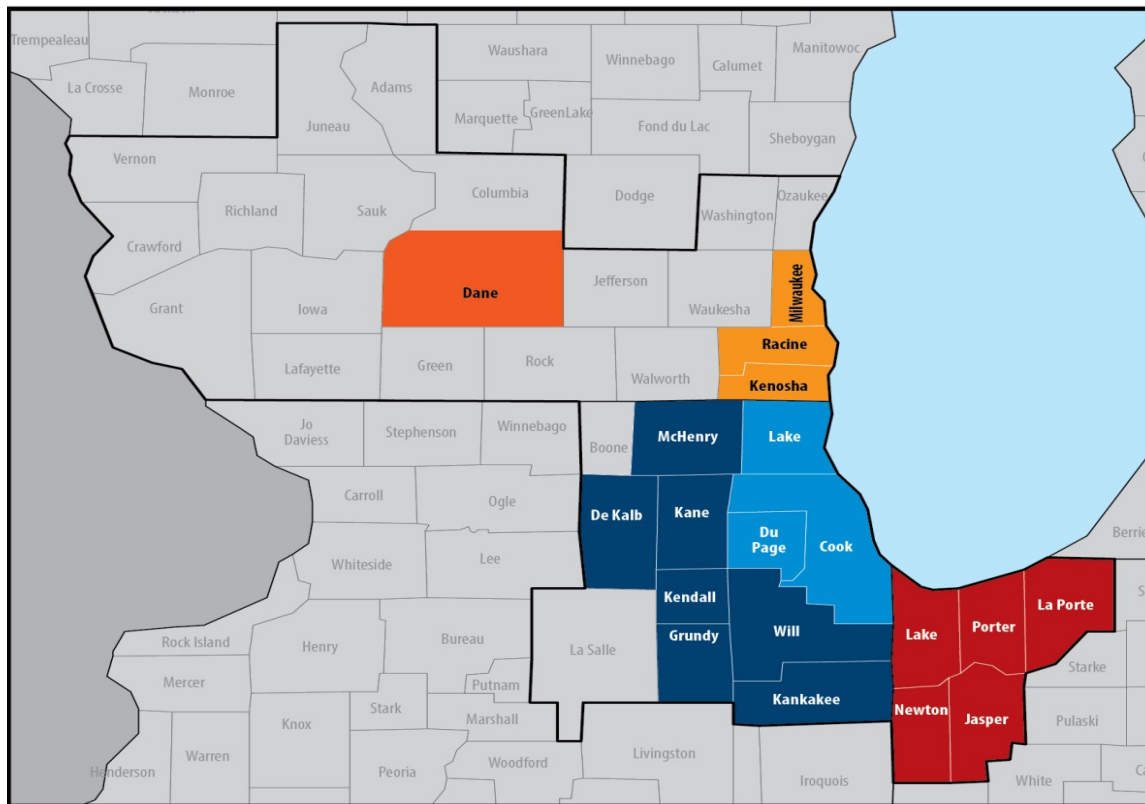


CSA Accepted Terminology	Definition	Other Information
Shelters of Opportunity	Shelters for household pets and rescued or stray animals that are existing animal facilities, but that may assist the CSA or local jurisdiction in providing animal shelter and care in small numbers or non-traditional shelter settings such as veterinary offices, animal day-care centers, kennels, grooming facilities, animal foster or rescue facilities, etc.	Located outside of the impacted area to assist the CSA in providing short- or long-term shelter space. Typically staffed by existing facility personnel or outside volunteers as requested.
Mega-Shelters	Large-scale emergency shelters set up based on the needs of the incident for household pets, including rescued or stray animals. Provide short or long-term sheltering and care. Set up by outside resources when organic shelter capabilities have been exceeded.	Located outside of the impacted area. May be co-located with or near human needs shelters so that owners may visit or care for their animals. Typically staffed by outside resources, Emergency Management Assistance Compact (EMAC) or other NGO groups as requested by the region or local jurisdiction.
Local Animal Services Emergency Coordinator (LASEC)	A person designated at the local/ regional level to serve on the core stakeholder planning team who is activated during a disaster to serve as the lead coordinator for animal services within a jurisdiction.	The LASEC would work at a local emergency operations center (EOC) to aggregate information for animal services, provide reports, coordinate with agencies, and filter data up to the regional/state level for further resource and operational support.

2.0 Situation

The CSA is composed of 19 jurisdictions across the three states of Indiana, Illinois, and Wisconsin; it includes 19 counties and the City of Chicago as shown on Figure 1. The current CSA encompasses approximately 10,160 square miles, with a population exceeding 11,300,000 people. According to American Veterinary Medical Association (AVMA) 2011 estimates, this equates to roughly six million companion animals. According to the United States Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS), over 3 million livestock and farm animals are present within the CSA.

Figure 1. Illinois-Indiana-Wisconsin Combined Statistical Area



The animals of those individuals seeking assistance, as well as abandoned, rescued, or stray animals, will depend on systems established by local, state, and federal governments. In turn, these systems will rely on assistance of, and function in conjunction with, private-sector and non-governmental organizations (NGO). The Region or local jurisdictions affected by a large or catastrophic incident or disaster must assist evacuees and their household pets.

Consistent with nationwide projections indicating that roughly 60% of American households own at least one companion animal, an estimated 60% of the households seeking assistance will request evacuation and mass care services for their animals. Further 2011 AVMA data lead to an estimate that 36.5% of households own dogs, while 30.1% of households own cats.

If a catastrophic incident affects 1 million people throughout the Region, an estimated 10% will need assistance in evacuation, shelter, and care. Table 2 below shows the estimated number of animals associated with 100,000 people broken out by species—roughly 54,000 pets may require some services.

**Table 2. Potential Number of Household Pets
Needing Evacuation and Mass Care Assistance**

Dogs	22,462
Cats	24,554
Birds	2,742
Small Mammals (Rabbits and rodents)	3,600
Turtles	665
Total # of Animals Needing Assistance	54,022

Jurisdictional profiles of their animal populations will help planners anticipate potential needs during activation of the local Evacuation Assembly Points (EAP).



[IL-IN-WI CSA Density of Population of Household Pets Maps](#)

[IL-IN-WI CSA Population of Livestock Maps](#)

[IL-IN-WI CSA Projected Distribution of Livestock](#)

[Individual Jurisdiction Household Pets/Distribution of Livestock Maps](#)

CSA and county maps and animal population estimates are provided in the *RASP Part III Toolkit*. Each jurisdiction should insert here relevant maps and county statistics tables. Moreover, counties should consider developing county animal census information and inserting that here in future iterations of this Plan.

2.1 Purpose

The purpose of the IL-IN-WI CSA RASP is to set forth (1) the regional strategy for command and control of animal services operations following a catastrophic incident that affects the entire CSA or multiple jurisdictions within it, and (2) tactical actions that individual jurisdictions can take to implement plans and procedures to respond and provide care and support to animals. This all-hazards plan:

- Describes regional policies for companion animal evacuation and mass care services, and coordination with agencies for farm animal support
- Details the regional concept of operations, capabilities, roles, and responsibilities
- Establishes a regional mutual aid construct for animal facilities; local, state, and federal governments; and other public-sector organizations and NGOs
- Describes coordination and integration of emergency management programs across the CSA.

This Part II of the RASP references conceptual information from Part I to offer practical options for local jurisdictions to implement during planning for and responding to an incident impacting pets and their owners.

2.2 Building Local Animal Services Capabilities

Initial assessments indicate a deficit in regional animal services capabilities to care for the 54,000 animals expected to need assistance during a catastrophic incident. Each county should strive to build or enhance capabilities to establish and support one EAP, Regional Hub Reception Center (RHRC), and shelter during the first 72 hours after a catastrophic incident. By incrementally increasing capabilities, a local jurisdiction can progress toward achievement of annual goals while proceeding in a fiscally responsible manner. Table 3 presents a proposed annual goal for pet sheltering for each of the 19 CSA counties. Similar incremental goals could be set by jurisdiction or by the entire region with respect to EAP and RHRC facilities, animal medical support, large animal rescue, etc.

Assuming that the Region has no initial capacity for providing emergency animal services, the goal for the first year is to provide the Region with capacity to serve 4,500 animals during a disaster. Assuming need to care for 54,000 animals, the deficiency would be ability to care for 49,500 animals. This indicates to the Region and each county the amount of outside resources necessary to bring in via Memoranda of Understanding (MOU), Emergency Management Assistance Compact (EMAC) agreements, or other federal and state resources to supplement current capabilities within the Region. Each county should reassess its capacity on a yearly basis, update its plans, and provide the Region with that information for compilation.

Each county jurisdiction should discuss its current capacity for animal services and sheltering, as well as its goal for the year. The jurisdiction should include its plan for reaching that goal and whether that goal will remain the same or increase for the following year.

Table 1. Annual Incremental Animal Sheltering Goals

County	State	Total Population (people)	Total Population (pets)	Estimated Pets Needing Assistance	Near-term Pet Sheltering Goal
Cook	IL	5,194,675	2,806,283	24,836	500
Milwaukee	WI	947,735	511,988	4,531	500
Dupage	IL	916,924	495,344	4,384	500
Lake	IL	703,462	380,026	3,363	500
Will	IL	677,560	366,034	3,239	500
Kane	IL	515,582	278,529	2,465	300
Lake	IN	496,004	267,953	2,371	300
Dane	WI	488,073	263,668	2,333	300
McHenry	IL	308,760	166,799	1,476	300
Racine	WI	195,408	105,564	934	100
Kenosha	WI	166,426	89,907	796	100
Porter	IN	146,798	79,304	702	100
Kendall	IL	114,736	61,983	549	100
Kankakee	IL	113,449	61,288	542	100
LaPorte	IN	111,467	60,217	533	100
DeKalb	IL	105,160	56,810	503	50
Grundy	IL	50,063	27,045	239	50
Jasper	IN	30,043	16,230	144	50
Newton	IN	14,566	7,869	70	50
TOTAL		11,296,891	6,102,841	54,010	4,500



3.0 Messaging and Public Information

Messaging and public information falls within two broad categories: (1) that shared prior to an incident and (2) that shared during an incident. As with many planning elements, the more information shared with pet owners, veterinarians, and the public prior to a disaster, the more likely that at least some portion of the population will be better prepared.

3.1 Pre-incident Information

Citizens and pet owners should receive information from the jurisdiction prior to a catastrophic incident on how to best prepare themselves and their pets for disaster. Maintaining supplies of basic necessities for themselves and their pets, such as water, pet food, sanitary supplies (i.e., kitty litter), and pet medications, ensures that pet owners themselves can better care for their animals should disaster strike. Preparing and maintaining a “go-kit” that includes basic necessities plus veterinary records, collars, leashes, pet carriers, and pet identification provides a starting point for animal care should the owners and/or their pets need to leave their primary residence.

Jurisdictions can communicate the animal services elements of their plans prior to an incident to raise the level of awareness of pet owners as to what types of services they and their pets can anticipate during an incident. Residents could be made aware that their jurisdiction is planning to stand up one Point of Distribution (POD) to assist self-evacuating pet owners, as well as one 50-pet shelter. Similarly, if a jurisdiction plans to rely heavily on volunteers to staff its animal services incident facilities, not only should this be communicated early and often, but a formal plan should be enacted to identify likely sources of volunteers, schedule training, and include volunteers in exercises.

3.2 Incident Information

During an incident, pet owners need details of how the jurisdiction is implementing its plan. Signage, radio and television broadcasts, social media posts and blasts should all contain messages about where pet owners can go to receive specific services for themselves and their pets. This can include outlines of evacuation, transportation, and RHRC processes; shelter locations; and specific information such as stray animal and exotic animal policies.

4.0 Planning Considerations

Jurisdictions should assemble an effective core planning team to address response to and recovery from a catastrophic incident, including oversight of local emergency animal services plans. This principal group should include subject matter experts and representatives from local emergency management, government organizations, NGOs, and the private sector who play key roles in delivering animal and emergency services for the jurisdiction. The LASEC can lead planning efforts specific to pets, and should be identified prior to or during establishment of the core planning team. The other individuals on this team should be committed, equipped, and empowered to oversee local emergency animal services planning efforts, to produce and assemble specific guidance for delivery of animal services during an emergency, to identify and address mitigation strategies, and to prepare for rapid recovery from disaster operations. Information about potential planning stakeholders is included in Part I of the RASP.

4.1 Identify a LASEC

In accordance with the planning process outlined in the Federal Emergency Management Agency's (FEMA) Comprehensive Preparedness Guide (CPG) 101 Version 2.0, formation of a collaborative planning team can proceed more smoothly by identifying a team leader. The LASEC should be the local champion for animal services and lead planning efforts, the point of coordination during disasters, and potentially a leader of command and control in a mature incident management structure.

This individual should have subject matter expertise in some animal services function, either personally or professionally, and demonstrate a strong commitment to expanding local preparedness in the animal services arena.

4.2 Forming an Animal Services Planning Team

Stakeholder building includes expanding beyond the core planning team to include other interested parties for whom routine involvement is either not convenient or not deemed central to local emergency animal service planning efforts at a given time. The planning team can establish the jurisdiction's approach to stakeholder management, beginning with stakeholder concerns and capabilities, and normal and emergency modes of communication and information sharing—including a strategy for maintaining stakeholder involvement with scheduled meetings, shared training opportunities, and exercises. Establishment and communication of numerous specific actions and plans before disaster strikes can greatly benefit responders, citizens, and animals during an incident.

Local jurisdictions should research existing regional and state agreements and contingencies to identify opportunities to access resources, goods, and services via regional and/or state entities.

4.3 Establishing Mutual Aid Agreements and Memoranda of Understanding

Efforts to enlist assistance from other entities can focus on establishing a Mutual Aid Agreement (MAA) or MOU prior to an incident. These efforts can begin with the jurisdiction signing on to the regional MOU provided as a tool to the RASP and discussed in depth within the *Regional Logistics and Resource Management Plan*.



[IL-IN-WI CSA Memorandum of Agreement for Animal Services](#)

An MAA is typically referred to as a written, non-contractual agreement among agencies, organizations, or jurisdictions to assist one another across jurisdictional boundaries. An MOU is a written agreement among facilities, agencies, organizations, or other parties to accomplish a certain goal. MOUs written for an emergency situation describe how each party will request and supply personnel, alternate facilities, resources, and commodities.

4.4 Preparing Waivers

Waivers for use during a catastrophic incident should be prepared in advance. Professional licensing for veterinary support and other necessary functions should be prepared as waivers or otherwise described in MOUs for responders and personnel coming to support operations from outside the jurisdiction or volunteers. Waivers specifically applicable to animal services could include pets on public transportation, sheltering of pets in public facilities, and dispensing of veterinary medications outside the originating jurisdiction.

Other waivers that pertain to the overall response could include transportation waivers for driver hours of service, oversize loads, and certain public health, environmental, or other local ordinances that may hinder efforts to rapidly implement countermeasures in the face of a catastrophic incident.

4.5 Other Pre-scripted Mission Assignments

The foundation for preparing other necessary pre-scripted mission assignments is knowledge of a jurisdiction's existing capabilities. Knowing that shelter management or POD re-supply is beyond the capabilities of a jurisdiction, the jurisdiction can identify where that capability exists and how to access it—and, if necessary, draft a mission assignment requesting the resources necessary to establish and maintain that additional capability during a disaster. Numerous customizable mission ready packages for specialized personnel, equipment and resources are available in the RASP Toolkit.



[Animal Services Mission Ready Packages and Templates](#)

5.0 Concept of Operations

Given that incident operations begin at the local level, the LASEC is key to preparedness and initial operations. The following sections present local implementation options for incident management. Regardless of the options selected, the LASEC will be involved in establishing any facilities required for incident response. If the incident continues to expand, the number of these facilities could increase along with need for additional field animal service operations (i.e., animal rescue). At this point, corresponding augmentation of animal services command, control, and coordination elements should occur. CARTs and IMTs are proven emergency management units for effectively running response operations. The LASEC can be advanced to a leadership role in the CART or IMT, can direct coordination efforts from the local emergency operations center (EOC), and/or can serve as a senior technical advisor to command elements. Overall incident complexity and Incident Command System (ICS) span of control principles should guide the local incident management organization.

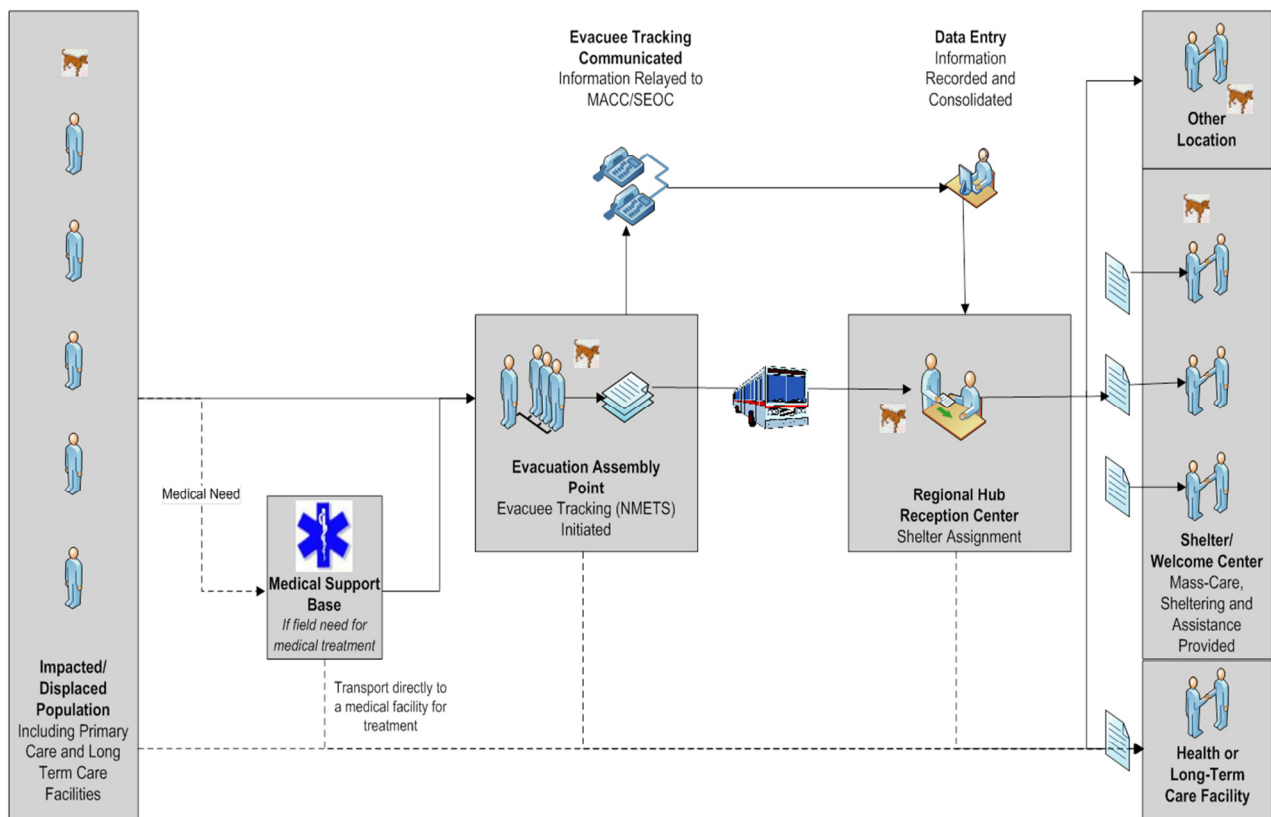
General animal services operations, represented on Figure 2, involve evacuation and transportation of pets and their owners from an EAP to an RHRC for processing, and then on to a shelter. Provisions for veterinary medical services outside of incident facilities, and certain limited animal care commodities at PODs are also briefly discussed. Animal services operations at the local level can be established within a directly impacted jurisdiction and/or as support to another impacted area.

The principal focus of this plan is to provide options for implementing evacuation, shelter, and care of household pets (as defined by the Pet Evacuation and Transportation Standards [PETS] Act), and of service animals. The animal services function typically falls within Emergency Support Function (ESF)-11 (Agriculture and Natural Resources). Regardless of the command and control framework established within the jurisdiction, close coordination will be required with all levels of government, NGOs, and the private sector.

The LASEC can be the point of coordination. Ideally, whoever serves as the point of coordination for the local jurisdiction is physically located at an EOC. CART command and control can designate a CART Liaison to serve as the point of coordination, and an IMT would coordinate through standard ICS pathways at the appropriate command or general staff position, depending on the issue.

Operations under the broad ESF-11 umbrella necessitate coordination at the local, state, and possibly federal levels with designated ESF-11 representatives. Animal services will also coordinate closely with local emergency management and ESF-6 (Mass Care) representatives regarding logistical needs, evacuation, transportation, and sheltering. Animal services will also coordinate tangentially with ESF-9 to accommodate the needs of working responder animals (i.e., search dogs). High-level coordination and awareness should be maintained with livestock owners, zoos, animal exhibitors, and owners of easily transportable exotics.

Figure 2. Animal Services within the Regional Catastrophic Incident Coordination Plan (RCICP)
Concept of Operations

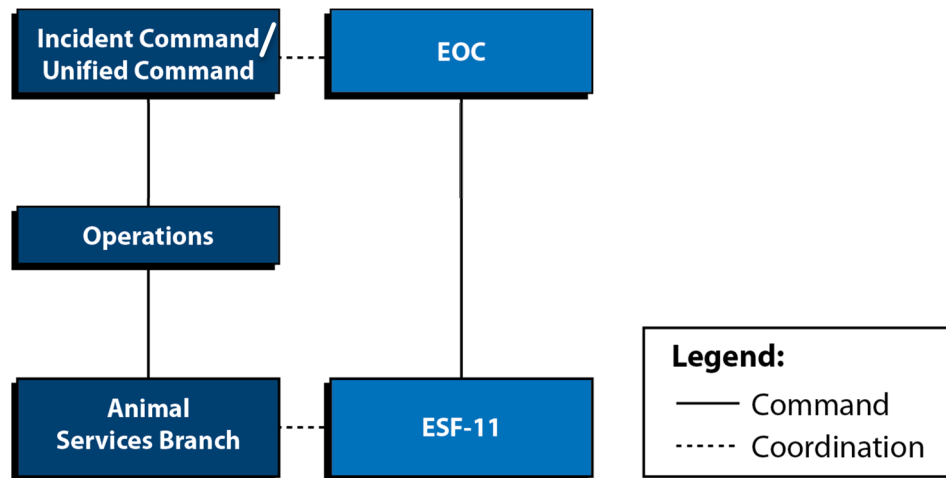


5.1 Command, Control, and Coordination

Command and control of an animal services incident may be implemented under the Unified Coordination Group (UCG), as described in RASP Part I and the Regional Catastrophic Incident Coordination Plan (RCICP), Area Command, Unified Command, or single Incident Commander, whether in determining overarching incident objectives at the highest levels or implementing individual tactics necessary to accomplish the objectives. Local command and control would involve directing resources to establish objectives for evacuating, transporting, receiving, sheltering, and providing services for pets during a catastrophic incident. This can occur whether that incident directly impacts the local jurisdiction or another jurisdiction within the Region.

Figure 3 provides a visual representation of the basic command, control and coordination relationships for animal services personnel serving during a disaster.

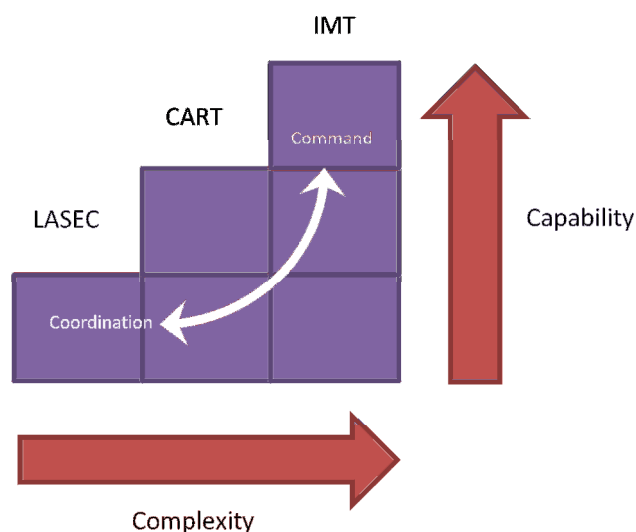
Figure 3. Basic Command, Control and Coordination Relationships for Animal Services



For a local jurisdiction providing only a LASEC, that role could be primarily coordination and could place them at or near the ESF-11 box in the diagram or, if that role include some command and control, that could place the LASEC under or at the head of the Animal Services Branch. A CART could be placed in charge of animal services for a jurisdiction, which could make that entity the head of the Animal Services Branch, with coordination being performed by a CART Liaison filling the ESF-11 role or a larger role at the EOC. An IMT could be brought in to fill one or multiple roles (IC, Operations, Animal Services Branch and/or ESF-11) depending on the size and complexity of the incident.

Figure 4 depicts animal services command, control, and coordination options relative to incident complexity and shows the corresponding increase in capabilities when moving from a LASEC only, to a CART and potentially to a fully staffed IMT.

Figure 4. Animal Services Command, Control, and Coordination Options



5.1.1 LASEC

Command and control, and most importantly coordination, at the local level include the LASEC. Under robust animal services incident response structures, the LASEC may direct the activities of a CART or effectively serve as an Incident Commander. Regardless of the command structure, designation of a LASEC occurs even under minimal incident response structures. The LASEC position is an individual resource within the broader command and control spectrum, and should be established throughout the Region as a common, easily recognizable animal services position. In an impacted jurisdiction, the LASEC could provide direction on implementing evacuation and transportation plans for pets and their owners to RHRCs and shelters. Additionally, the LASEC could direct resources to establish and operate RHRCs, shelters, veterinary medical support bases, or other incident facilities to provide animal services within a jurisdiction and/or to serve as a receiving point for another jurisdiction. Depending on the nature and severity of the incident, depth of planning, and local capabilities, the LASEC could control operations of animal rescue teams, veterinary resources, and PODs as animal services within a jurisdiction.

5.1.2 County Animal Response Team

Local command and control of animal services can be directed by a CART if sufficient resources exist. CART capabilities depend upon needs of the county and available resources. However, every CART should have the basic capability to provide at least one co-located Household Pet CART Shelter with a capacity of at least 50 animals. A CART should be able to independently operate the CART Shelter for 72 hours, and is expected to maintain shelter operations for at least 5 days and for a maximum of 10 days with proper requested assistance from the county, state, and/or (through the state) NGO resources. This includes all the necessary human and material resources needed to staff and operate the CART shelter. In addition, every CART should be able to fill all leadership positions recommended in this document.



[CART Template](#)

5.1.2.1 CART Organizational and Leadership Structure

National best practices and numerous jurisdictional plans were considered to ensure consistent CART activities across the Region. A CART program includes volunteers and other entities, such as government agencies and the private sector, with resources and personnel to prepare and respond to animal issues in disasters. The CART program provides a structure for planning, training, and collaborating with other responder entities to provide a coordinated disaster response within a county. The CART program is not a single deployable entity; it is an organizational umbrella under which one or many animal response operations may occur. Ideally, each CART program maintains the minimum set of operational capabilities set forth in this document to deploy assets, both within its jurisdiction and possibly within the Region, depending upon needs dictated by the event. While CART programs may vary among counties, they should conform to standard terminology and basic CART functional positions,



as well as typed deployable assets, in order to better promote a unified approach and operational capabilities across the Region. The following sections discuss the organizational structure and key leadership positions necessary to establish and maintain a CART. As with any ICS organizational structure, any duty listed below (not assigned to another position) remains the responsibility of the LASEC.

Local Animal Services Emergency Coordinator

As outlined in RASP Part I, county animal services leadership starts with the LASEC. The LASEC directs and manages the entirety of the CART program, with the assistance of other CART leadership positions. The LASEC maintains a close relationship with the County Emergency Management Director (EMD), and attends emergency management-related meetings. The LASEC also ensures that regular CART meetings, effective training, and exercises occur, and delegates responsibilities to other CART members that include upkeep of CART equipment and resources. During a response, and depending upon the event, the LASEC may not actually deploy into the field, but may be needed as the CART Liaison to the EOC in order to coordinate the overall CART response. As a result, the LASEC should maintain a higher level of understanding related to EOC operations through additional training and/or participation in EOC exercises. Duties include aggregating Essential Elements of Information (EEI) (including National Mass Evacuation Tracking System [NMETS] data) to satisfy logistical requirements and to maintain situational awareness across county animal services operations. The LASEC can designate leadership responsibilities to other qualified CART members.

CART Veterinarian

The CART Veterinarian (Vet) is the lead veterinarian to provide subject matter expertise and guidance for the program. The CART Vet provides official oversight to other veterinarians and other veterinary care team members in the CART program. The CART Vet develops and approves the CART's veterinary protocols and other veterinary care procedures, and oversees the CART veterinary care team members and activities during responses. In consultation with the LASEC, the CART Vet can designate responsibilities regarding veterinary care to other qualified veterinary CART members.

CART Animal Control Officer

The CART Animal Control Officer (ACO) provides subject matter expertise and guidance on animal handling and rescue. The CART ACO assists the CART by providing a range of support including identification of specific safety procedures that must be considered when handling animals, knowledge of animal handling practices, and knowledge of state regulations and regional guidance pertaining to treatment and care of animals (including county health department guidelines and procedures related to animal bites). In consultation with the LASEC, the CART ACO can designate responsibilities regarding animal control to other qualified ACO and animal handling CART members.

CART Staffing/Resource Coordinator

The responsibilities of the CART Staffing/Resource Coordinator are to maintain the roster of CART members, alert CART members of possible deployment, organize shift schedules so that CART response positions are covered for each shift, coordinate human and material resource deployment, maintain

inventory and restocking, and inform the LASEC of any shortages of equipment or available personnel. Activities of the CART Staffing/Resource Coordinator allow the LASEC to focus on larger issues such as fully integrating CART activities with overall emergency management activities and coordinating with additional stakeholders. Depending on the number of CART members and the amount of material resources, this position could be divided into two positions: (1) a CART Staffing Coordinator and (2) a CART Resource Coordinator.

CART Liaison

The CART leadership positions discussed above are charged with command and control of the CART Program, while the CART Liaison is an operational role that can be assigned to any qualified member of the CART. The CART Liaison serves as the primary point of contact between the CART and the County EOC during CART activations. During an activation, the CART Liaison may also serve as a primary point of contact between the CART and the ESF-11 Coordinator or state emergency management/homeland security regional coordinator under the UCG (see RASP Part I Section 6.1). Several CART members should be trained and designated to serve in this capacity. When the EOC is activated, the CART Liaison may be imbedded in the EOC itself or be readily available by other means of communication.

In many instances, the LASEC may choose to retain the role of CART Liaison; however, the position of CART Liaison should be delegated to a qualified CART member during periods when the LASEC is unavailable or when extended activations preclude continued involvement of the LASEC. Depending upon the current assignment of the CART Liaison, a CART may prefer that the CART Liaison confer with other CART Leadership positions before making important decisions; however, the CART Liaison should always be empowered to make operational decisions during time-sensitive activities or when CART Leadership members are unavailable. It is strongly suggested that a CART fill this position and have the CART Liaison at the county EOC to be fully integrated into the response, obtain the necessary situational awareness, and be informed on decisions made in the county EOC that will ultimately impact CART response operations.

5.1.2.2 CART Members

CART program members provide the backbone of the CART's response capabilities, and include a variety of volunteers with different areas of expertise and experiences. CART members should be designated into CART positions/job titles based upon their capabilities, backgrounds, and levels of training and previous experiences. Every CART member should submit a formal CART membership application and receive a Code of Conduct along with any other standardized documentation deemed necessary by CART leadership (protocols, standard operating procedures [SOP], etc.).

5.1.2.3 Deployable Assets

When CART members are combined with the CART's material resources in specific amounts and categories, they constitute specialized and standardized deployable assets, such as a CART Household Pet Shelter Team.

The minimum deployable asset that a viable CART program must achieve is a CART Household Pet Shelter Team capable of independently providing for at least 50 animals for minimum of 72 hours, and expected to maintain shelter operations for at least 5 days and for a maximum of 10 days with county, state, and/or NGO assistance.

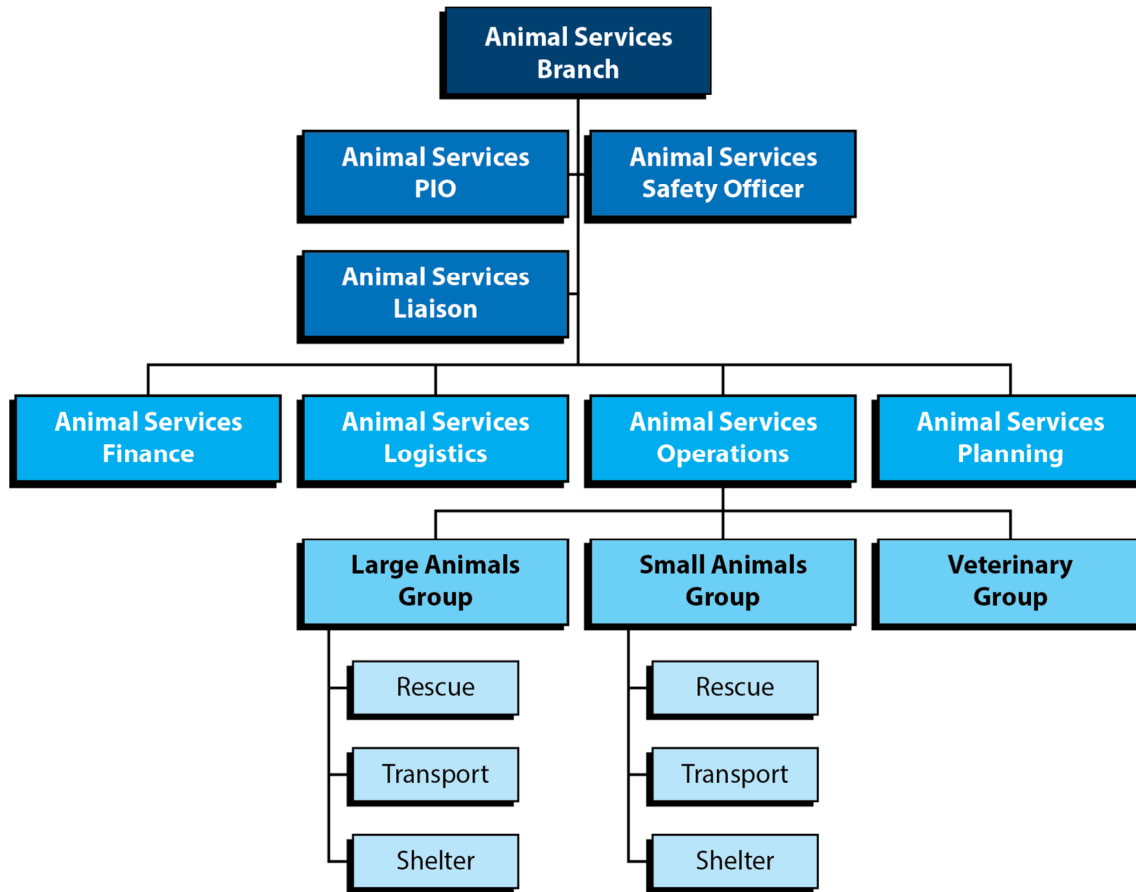
Once this standard is met, CART programs are encouraged to develop other deployable assets such as additional CART shelter teams, rescue assets, and capabilities for servicing large animals and livestock. If deployable CART assets are standardized statewide, each county will know exactly what assets to request and will be able to integrate mutual aid resources into their own or other CART operations.

5.1.3 Animal Services Incident Management Team

The highest level of capability for command and control of animal services at the local level is development, implementation, and maintenance of an IMT. For the purposes of this plan, an IMT is expected to manage animal services during a catastrophic incident, including all components and functions of an ICS command and general staff. This entails planning, logistics, finance, and administrative functions, and some support personnel, in addition to operations and command staff roles. Figure 5 (adapted from National Alliance of State Animal and Agricultural Emergency Programs [NASAAEP] Emergency Animal Sheltering Best Practices) is a sample animal services IMT organizational chart.

The chart can be expanded or contracted as needed, depending on the scope of the disaster response and the needed emergency animal shelters. Two or more positions may be held by the same individual. This basic concept can be applied to multiple shelters and field teams, or scaled down to a single shelter, with additions or deletions of positions as needed. In general, an IMT should create only the positions needed to maintain a manageable span of control for a supervisor. A manageable span of control is considered five to seven persons under one supervisor. Following National Incident Management System (NIMS) guidance, the emergency sheltering operation falls under the direction of the Operations Section Chief. This position manages the entire operation, large or small, whatever the species. “Barn” leaders, or people in charge of a particular animal group, or other teams with direct animal care responsibilities would fall under the direction of the Operations Section Chief and supervise staff and volunteers assigned to their respective areas.

Figure 5. Sample Animal Services IMT Organizational Chart



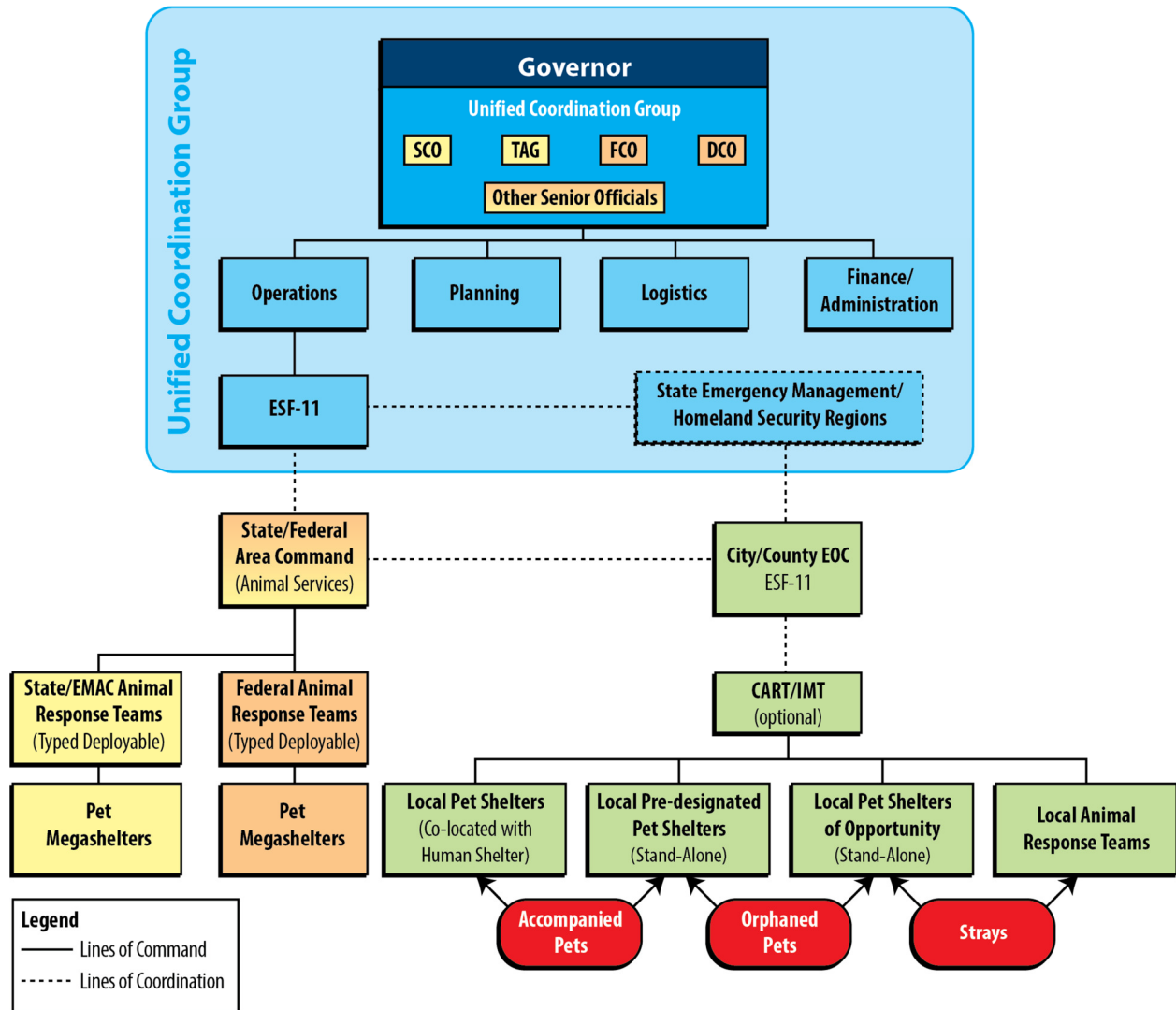
A local jurisdiction, even the entire Region, would likely work toward building capabilities for either a local or a Type 3 IMT. Training is driven by the basic premise that each IMT member has a specific, pre-designated role on the IMT. FEMA position-specific training courses are available through the Emergency Management Institute (EMI) and require anywhere from 2 to 5 days to complete for each position; most of these courses list G300 *Intermediate Incident Command System (ICS) for Expanding Incidents* as a pre-requisite. Position-specific “awareness” courses (available, but not currently sponsored by FEMA) focus on providing the tools for successfully performing the duties of key IMT positions at the local level. Development of an IMT usually includes participation in an exercise by individuals who have received the position-specific training and have come together to function as a team. The EMI, in conjunction with the United States Fire Administration (USFA), subjects a Type 3 IMT to an additional 5-day team development course, and specifies field mentoring whereby developing IMTs are deployed to actual incident sites to shadow current IMTs.

5.1.4 Emergency Operations Center

Figure 6 shows the organization of a typical regional animal services plan, indicating local and regional coordination during a catastrophic incident.



Figure 6. Regional Animal Services Plan Organizational Structure



Local animal services operations should be represented at the EOC, whether by the LASEC, the CART Liaison, IMT Liaison Officer, or other designee. Also note on Figure 6 that from the “ESF-11” and “State Emergency Management/Homeland Security Regions” are dotted lines of coordination down to the individual animal services points of contact. The first general category is the LASEC (listed in the diagram as “City/County EOC”). This is the individual designated by the local or county jurisdiction to be its single point of contact for the jurisdiction with respect to animal services. A LASEC could have multiple RHRCs or shelters assisting pets under his/her purview. These could include shelters co-located with human shelters, stand-alone pre-designated pet shelters (that house only animals), or shelters of opportunity (existing animal management, pet sheltering, or other suitable facilities). Additionally under the purview of the LASEC could be county or local animal response teams. The primary responsibilities of the LASEC are coordination of all animal services operations within the LASEC’s jurisdiction and aggregation of information and data to support logistical, transportation, and other regional operational needs.



Local coordination includes systematically analyzing the situation, developing and maintaining relevant information, and informing appropriate command authority of viable alternatives to meet specific objectives. These actions are performed in collaboration with incident facility personnel (i.e., shelter managers), multiple ESFs (i.e., ESF #6 and ESF #11), and animal services professionals. Coordination with mass care (ESF #6) and agricultural and natural resources (ESF #11) is especially important at the local, regional, and state levels. These interactions assist in developing and maintaining the common operating picture of catastrophic incident operations required to effectively manage deployment of limited resources across the impacted area. As previously outlined, this function can be performed by the LASEC, County Animal Response Team (CART) Liaison, or Liaison Officer depending on the incident management structure employed by the jurisdiction.

5.2 Resources and Logistics

The planning process includes identifying and arranging for facilities, personnel, resources, and commodities necessary to accomplish local objectives during disaster operations. Local catastrophic incident management operating with only a LASEC can anticipate that animal services resources and logistics will be provided through traditional local command, control, and coordination channels. CART operations during a disaster can provide some level of resource identification and ordering, primarily through the role of the CART Staffing and Resource Coordinator. An IMT should be capable of assuming responsibility for all animal services resources and logistics; however, the actual extent must be specified upon tasking of the IMT.

The Animal Services function will need to establish initial stockpiles of equipment and supplies for designated EAPs, RHRCs, and Pet Shelters. These initial stockpiles will then need to be supported through existing supply chains and the Logistics function to sustain operations for the period required. Commodity requirements for water, pet food, pet handling equipment, pet bedding, and cleaning materials can become quite substantial for a catastrophic incident.

As an example, Table 4 provides a rough estimate of pet food requirements for cats and dogs on a daily and weekly basis, using cohorts of 10 or 100 animals. The Logistician can easily scale up as appropriate using these factors. These estimates are based on an “average” adult 35-lb dog or 10-lb cat or 3 month-old puppy or kitten and have been rounded to simplify calculations. Larger or more active animals will require greater amounts of food, and smaller or less active animals will require lesser amounts of food. These tables can be used as a quick estimating guide for ordering until shelter managers can establish a reorder rate based on actual pet food consumption within their specific shelter. Ordering rates for other species were not developed as part of this effort. Local jurisdictions should plan to have some quantity of food on hand after activating their plans and then re-order based on consumption and projection of need.

IMPORTANT NOTE: Table 4 is not intended to determine an individual animal’s daily food requirements, but rather to estimate resource requirements and run rates. Actual daily intake is based upon the animal’s weight and activity level in accordance with veterinary and food supplier guidelines.

Table 4 2. Estimated Pet Food Ordering Rates

Food Type	Avg. Daily Serving	Est. Servings per Package	Est. Amount Required per Day		Est. Amount Required per Week	
			10 Animals	100 Animals	10 Animals	100 Animals
Cat Food (Dry)	1 cup	5 cups/lb.	2.0 lbs.	20.0 lbs.	14.0 lbs.	140.0 lbs.
Cat Food (Wet)	2 spoons	6 per 5.5 oz can	3.3 cans	33.3 cans	23.3 cans	233.3 cans
Kitten Food (Dry)	½ cup	5 cups/lb.	1.0 lb.	10.0 lb.	7.0 lbs.	70.0 lbs.
Kitten Food (Wet)	3 spoons	6 per 5.5 oz can	5 cans	50 cans	35 cans	350 cans
Dog Food (Dry)	2 cups	5 cups/lb	4.0 lbs	40.0 lbs	28.0 lbs	280.0 lbs
Puppy Chow (Dry)	3 cups	5 cups/lb	6.0 lbs	60.0 lbs	42.0 lbs	420.0 lbs

A sample shelter equipment list is contained in Part III of the RASP. The LASEC and Shelter Managers will need to determine specific quantities based upon the planned capacity of each shelter.



[Incident Facility Animal Supplies Checklist](#)

5.3 Finance and Administration

A central focus of any local finance and administration efforts during disaster operations is tracking costs for potential reimbursement. Local governments conducting animal services operations under a declared disaster may seek FEMA reimbursement for eligible pet rescue, sheltering, and evacuation-support costs. Jurisdictions within the designated disaster declaration may apply directly, while those outside the impacted area may seek reimbursement under mutual aid protocols through the affected and supported states.

Additional finance and administration duties include management of all financial aspects of local incident operations, coordination on any claims (i.e., workers comp) or compensation issues, provision of finance updates for inclusion in situation reports, and maintenance of clear documentation of all expenditures for provision of animal services.



[Sample Time Sheet](#)

[Staff Sign-In Sheet](#)



5.4 Safety

Safety is a top priority for first responders, volunteers, pet owners, and their pets throughout the animal services continuum during disaster response operations. Operations must provide for a heightened awareness of safety, from pet owners controlling their animals during evacuation, to animal-human interactions at incident facilities, all the way through safe and expeditious reunification or foster placement of animals during the recovery process.

At a minimum, the LASEC must serve as a conduit for specific animal services safety issues throughout the jurisdiction. RHRC and shelter managers, as well as safety officers within a CART, animal services IMT, or general ICS command and control units, should also be familiar with unique animal services safety issues—including bite protocols, animal handling procedures, animal care standards, sanitation at incident facilities, and any procedures necessary to ensure the safety of volunteers. Local safety considerations should also include the following:

- Overall coordination of safety during animal services operations in the field and at incident facilities
- Identification, assessment, monitoring, and reporting of hazardous and unsafe conditions
- Continuous evaluation and improvement of safety measures, protective equipment, and protocols
- Exercise of authority to stop or prevent unsafe acts when immediate action is required
- Investigation of accidents, animal bites, and animal injuries that occur during animal services operations.



[Sample ICS Forms \(ICS 208 - Safety Message\)](#)

[Sample Animal Bite Protocol](#)

A safety video provides basic safety information to responding staff and volunteers prior to their inclusion into catastrophic incident animal services operations. All training should be documented and included in overall incident records.



Just-in-Time Safety Video

5.5 Incident Action Planning

An Incident Action Plan (IAP) is a standard means of documenting and communicating objectives, strategies, and tactics utilized to address issues resulting from an incident. At the core of a functional

SMART Objective Example

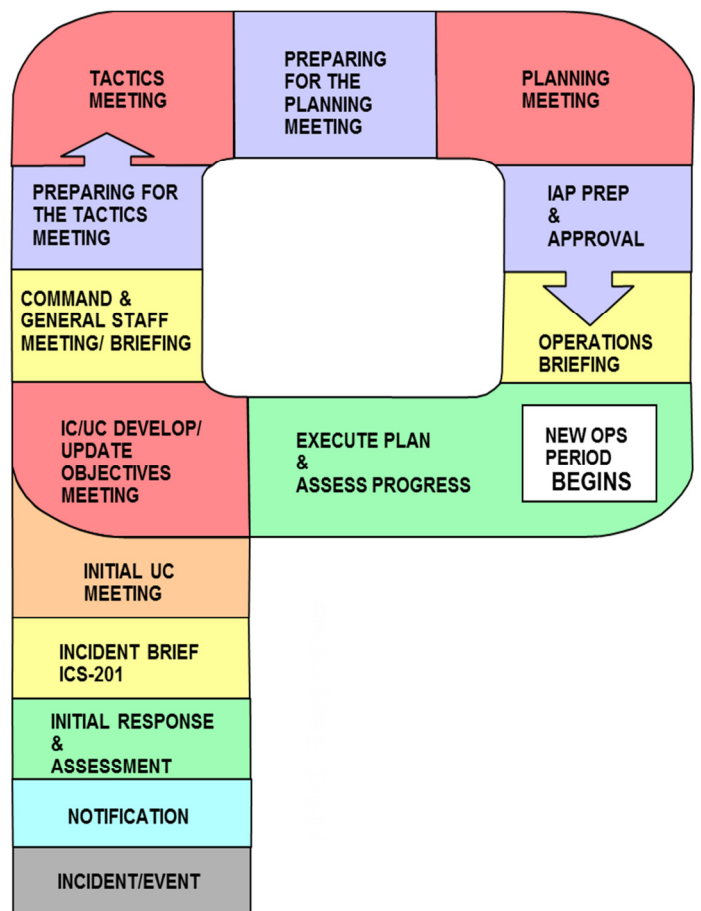
Anytown County will establish a 50-pet shelter at the County Road Department storage building within 24 hours of notification.

IAP are well-written objectives. The standard acronym is “SMART” objectives—objectives that are (1) Specific, (2) Measurable, (3) Achievable, (4) Realistic, and (5) Task-oriented. Jurisdictions that plan to stand up all or some of the animal services incident facilities (i.e., EAP, RHRC, shelter) can write objectives that specify their intent to do so, and these objectives can then be inserted into an IAP template. Each incident is unique, but the basic concepts of

operations and objectives can be the building blocks for a solid IAP that communicates, internally and externally, the jurisdiction’s plans for managing an incident.

Incident action planning extends farther than just preparation and distribution of the IAP. This planning includes the routine activities during each operational period of an incident response that provide a steady tempo and routine structure to incident management. The ICS Planning “P” is a guide to the steps, relative chronology, and basic elements for managing an incident (see Figure 7). By incorporating the Planning “P” into local planning efforts, overlaying anticipated daily operational and logistical chronologies, a local jurisdiction can establish a framework for incident management that provides a rough playbook for local, volunteer, and outside resources to manage animal services under catastrophic incident conditions.

Figure 7. ICS Planning "P"



 [Sample ICS Forms](#)

5.6 Incident Facilities

Regional planning efforts for the overall RCICP have included the premise that each county would focus on identifying locations for at least one EAP, RHRC, and shelter under the Evacuation, Transportation, and Mass Care Annexes. Consequently, the local planning team should consider how to integrate provision of animal services during a disaster at these incident facilities. Most jurisdictions within the CSA plan on standing up an animal sheltering operation; fewer will establish RHRCs, and fewer still will set up EAPs. The considerations presented here are intended to identify possible options for the major incident facilities and to provide information for local planning teams to consider when establishing their local animal services policies and plans. Pre-planning with emergency management, Red Cross and other key stakeholders is vital when identifying potential locations for any incident facilities.

Totaling the capacity of all planned incident facilities of a given type will assist in revealing the shortfall in a jurisdiction's ability to care for the estimated number of pets that would need assistance. Once the shortfall is determined, a jurisdiction can proceed with identifying sources to increase its capacity to care for pets requiring assistance. Follow-on work will be required to obtain details regarding each selected location, including a site-specific layout, potential MOU or contract to utilize the facility, location of utilities, how to activate the utilities, etc.

5.6.1 Evacuation Assembly Point

An EAP is a temporary location exclusively for coordination of evacuation, embarkation, and transportation in a field setting. The EAP could also include medical triage, offer some emergency medical treatment, and possibly provide for gross decontamination of pets. An EAP generally operates for up to 48 hours or until the displaced populations stop arriving.

The pet operations of the EAP are detailed in PART III of the RASP—Operational Guidance. There are few options for identifying and establishing an EAP. The location of an EAP is typically where several modes of transportation intersect (i.e., main state highways with public transportation nodes), proximate to population centers because pet owners must be able to transport themselves and their pets to the EAP. A key consideration in pre-planning for an EAP is evaluating waivers for utilizing public transportation to evacuate pets, or clearly establishing intent to transport pets in MAAs, MOUs, and contracts. Once EAP plans and policies are in place, the jurisdiction must be proactive in communicating this information to pet owners, including consideration for signage that could be utilized during a disaster.

5.6.2 Regional Hub Reception Center

RHRCs are not sheltering facilities but are short-term-stay mass care centers for satisfying immediate needs of survivors while they await assignment to a general population shelter or other appropriate facility. The intent is to establish a co-located pet facility at each RHRC. Overall RHRC operations are detailed in the three-part Regional Catastrophic Planning Team (RCPT) *Regional Hub Reception Center – Operational Guidance* (July 2012). The pet operations of the RHRC are detailed in PART III of the RASP—Operational Guidance. There are few options in implementing or activating an RHRC—the primary

difference from one RHRC to the next will be its layout and planned throughput which is determined at each county jurisdiction and facility. Once a jurisdiction chooses its RHRC location, detailed planning efforts should occur to identify how the needs of pets and their owners will be met at that location.

5.6.3 Shelter

Table 3 in Section 2.2 of this document sets near-term goals for each jurisdiction regarding animal sheltering capabilities based on the RCICP planning scenario of over 54,000 animals needing assistance during a catastrophic incident. Initial, near-term sheltering goal is any of 50, 100, 300, or 500 animals based on the population of animals in each county. A given jurisdiction can select from one or more of the following options to establish its planned pet sheltering capacity.

5.6.3.1 Co-located Pet Shelter

These are considered pet shelters of any size in close proximity to human shelters. Once the shelter location is selected, detailed planning efforts should commence to firm up the pet shelter layout, make determinations about capacity and staffing, and address operational and logistical concerns. Ideally, co-located pet shelters can share some measure of logistics with the human shelter (i.e., drinking water, electricity, etc.) and reduce the overall incident construct footprint.

5.6.3.2 Stand-alone Pet Shelter

A stand-alone shelter is located some distance away from human shelters and/or is activated when an incident impacts animals only. Ideally, location of a stand-alone pet shelter should be proximate to existing pet supply vendors (grocery stores, large retail stores, specialty pet supply stores, etc.). Especially at the local level where re-supply could be days away, locating the pet shelter near sources of primary commodities could greatly simplify shelter operations.

5.6.3.3 Pet Mega Shelter

These are typically considered stand-alone pet shelters for 250, 500, or more pets at one location. Few jurisdictions within the Region can stand up a shelter of this size. Therefore, mega shelters are generally considered pre-identified locations where deployed teams from outside the jurisdiction would set up a large pet shelter operation to augment local capacity and operate as an intact team.

5.6.3.4 Pet Shelter of Opportunity

Pet shelters of opportunity include all manner of existing animal sheltering operations, veterinarians' offices, or county fairgrounds that would likely require an MOU or some other contractual device prior to utilization. Animal services planning efforts should include a detailed review of existing pet shelters, knowing that these are likely to operate at or near capacity year-round, to identify possibilities for sheltering small numbers of pets impacted by the disaster at multiple existing facilities.

5.6.4 Veterinary Medical Support Base

The concept of a Veterinary Medical Support Base is presented as part of a comprehensive listing of potential animal services incident facilities. If a persistent, sustained field need for veterinary medical services is identified, the jurisdiction can consider establishing a Veterinary Medical Support Base. Alternatively, if a veterinarian rotates among multiple incident facilities, one of those locations (presumably where most resupply items are kept) could be the designated Veterinary Medical Support Base co-located with the other resident incident construct(s).

5.6.5 Point of Distribution

The FEMA definition of a POD is a centralized location where those in need can obtain life sustaining commodities following a declared emergency or disaster¹. Self-evacuating residents, including pet owners, may need some assistance as they travel out of an impacted area. For the general population, this could include distribution of food, water, and blankets. Noting that PODs would likely not be specifically animal service only, pet owners possibly would look for pet food, leashes, collars, pet carriers, and other basic animal care commodities to assist them in reaching their next destination in the evacuation process. A jurisdiction's decision to establish a POD should include consideration for the percentage of the population that includes pet owners. Locations should be pre-determined, capable of handling 18-wheel delivery vehicles, and able to provide citizen vehicular access. Loading docks, covered storage, and security fencing are all beneficial to running an efficient POD. Locations of PODs should be identified in public information broadcasts for the self-evacuating population which may help alleviate the burden on other regional facilities such as RHRCs and shelters.

¹ FEMA Emergency Management Institute, Facilitator Manual to Accompany *IS-26 Guide to Points of Distribution*.

5.7 Local Evacuation and Transportation

Local evacuation planning for no-notice events should emphasize preparedness and public messaging prior to incident occurrence. Preparedness activities and messages in the community can be directed at pet owners, veterinarians, animal services professionals and concerned citizens. Message campaigns regarding preparedness for animal evacuations should include central themes of maintaining a transportable stock of basic animal commodities including food, water, carriers, collars, leashes and medications in addition to emphasis on maintaining up to date animal identification tags or Radio-Frequency Identification (RFID) chips implanted in their pets. Preparedness activities can include training, seminars, workshops and exercises pertaining to animal services during disasters, up to and including drills and exercises of specific plan components such as establishing an emergency pet shelter. Since animal services during a catastrophic incident will be reliant on those outside the first responder community, these activities should be accessible to pet owners and animal service professionals or any large group of potential volunteers.

During actual catastrophic incident operations, information regarding emergency animal services should be disseminated according to local EOP dictates and jurisdiction policies. These information pathways can include local media broadcasts to the general public, direct contacts with animal-oriented organizations (e.g., 4-H clubs), neighborhood associations, and formal briefings with elected officials and first responders. Information should include locations of EAPs, RHRC, and shelter facilities; transportation schedules for each location; and details regarding what pet owners should bring with them. Additionally, local animal services emergency operations should establish and publish a website, if power is available, or a call-in number for reunification of lost or stray animals.

Figure 2 in Section 5.0 shows the anticipated incident evacuation process following a catastrophic incident, and some of the anticipated facilities that may aid evacuees and their animals throughout the process and into a shelter environment.

The transport and movement of pets between incident facilities (from EAP to RHRC, from RHRC to Shelter, etc.) will likely occur via various modes of transportation. Pets typically will accompany their owners from the EAP to the RHRC, and will be transported in pet carriers, or at a minimum be restrained by a leash and collar. Transportation of larger pets, or transportation of just pets from an RHRC to a shelter, can be accomplished via bus, tractor trailer, or other suitable means of conveyance. Primary animal transportation issues include:

- Positive animal identification using the National Mass Evacuation System (NMETS), or some other means of identification must be in place prior to separating an animal from its owner (if pet arrives with owner).
- Animals must be secured (e.g., pet carrier, collar with leash, or muzzled) prior to embarkation to ensure animal and human safety. Prior to using buses or trains to transport animals, consideration must be given to equipping the vehicles in advance with extra slip leads (simple leashes) and/or collapsible cardboard pet carriers to supply owners who arrive without means for controlling their pets.

- If animals are loaded into a tractor trailer or some other non-climate controlled conveyance, environmental conditions (e.g., temperature, humidity) must be constantly monitored to ensure safety of animals during transport.
- Drivers should be given a “manifest” of people and pets on board prior to departing an incident facility.

In planning for the evacuation and transportation of animals out of the impacted area or between facilities, jurisdictions should refer to the *IL-IN-WI CSA Regional Animal Services Transportation Recommendations Report*. This report provides guidance, best practices, and planning considerations to regional and local planning partners.

6.0 Staff and Volunteer Training

RASP Part III contains references to just-in-time training modules for some of the various tools and tasks provided in the toolkit. Once a jurisdiction identifies its specific concepts of operations, and selects and expands upon the tools needed to conduct those operations, the jurisdiction can proceed with establishing plans for training existing animal services personnel and setting up just-in-time training plans for newly arriving volunteers. Jurisdictions should identify pools of volunteer personnel with respective levels of capability (i.e., current animal services providers), but each jurisdiction should establish a mechanism for integrating into the response volunteers with no appreciable level of training prior to their arrival at the scene of a disaster.

In addition to the pool of pre-identified volunteers, the jurisdictions should be prepared to integrate spontaneous volunteers at the time of the disaster into the incident using Just-in-Time Training (JITT). Spontaneous volunteers should be screened with an application to identify:

- Any prior training or experience handling animals
- Inoculations received
- Any special skills (bi-lingual, construction, financial, grief counseling, etc.)
- Any medical or physical concerns
- Emergency contact information
- Hours and days of availability

Spontaneous volunteers are likely motivated by the desire to help their community, or to help animals in distress. They may have expectations that they will be walking or comforting the animals, while the Shelter Manager has a host of duties to be performed including registration, cage sanitation, and ordering and managing supplies. Initial training should include an orientation on the shelter facility and its operations, safety procedures, the process for training and mentoring volunteers for their task assignments, liability, and expectations for volunteer shift commitments during the disaster. The orientation should explain that it is important that volunteers commit to the tasks assigned and to return for follow-on shifts so that the shelter can reap the benefits of the time spent on their training. Most importantly, the orientation should emphasize appreciation for volunteers' commitment.

It is useful to designate a Volunteer Coordinator to assist with in-processing, scheduling, and training the volunteers. Often, assigning a trained mentor or "buddy" can facilitate showing the volunteer the ropes and integrating them into shelter operations. Training for specific tasks (e.g., cage cleaning, feeding, animal bites, etc.) can be accomplished using tools like the JITT videos accompanying this plan and "hands on" staff instruction by their "buddy". Rotation of assignments within the shelter (e.g., registration, sanitation, feeding, etc.) over time can share the burden of less desirable assignments and sustain the interest-level of volunteers to support the duration of the event. Providing clear training and guidance from a designated Volunteer Coordinator will greatly facilitate integration of spontaneous volunteers into shelter operations.

Each jurisdiction must establish its criteria for incorporating personnel from outside the jurisdiction into response efforts. Credentialing options range from just-in-time provision of a general identification badge when personnel arrive all the way through pre-screening of potential resources and development of a region-wide method for establishing common screening, training, and tracking methods for including external resources.

7.0 Maintaining Your Plan

A suggestion to each jurisdiction is to examine Part II and utilize the text or portions of the text to augment its own animal response plan (e.g., a County Animal Services Plan [CASP]) according to local needs and circumstances—deleting information irrelevant to the jurisdiction, retaining information relevant to the jurisdiction, and adding information as appropriate. Each named government agency and private organization on the planning committee and cited in the jurisdiction’s plan should review the plan and recommend changes in writing to the jurisdiction. The senior officials should ensure that necessary revisions to the jurisdiction’s plan are prepared, coordinated, published, and distributed to all organizations assigned responsibilities within the plan. The jurisdiction’s plan should be updated in response to lessons learned and best practices identified through training and exercises, changes in government structure, technological advances, and disaster operations. In general, an annual plan review should be conducted or after an incident or planned exercise involving activation of animal services operations.