PART III
Local Operational Guidance

Illinois-Indiana-Wisconsin Combined Statistical Area

Preface

While no plan can replace the common sense and good judgement of personnel required to manage a catastrophic incident with an animal services component, this document provides a system to manage the activities necessary to mobilize personnel and conduct operations within specific animal services facilities during a catastrophic incident. This document provides jurisdictions within the Illinois-Indiana-Wisconsin (IL-IN-WI) Combined Statistical Area (CSA [or Region]) operational guidance regarding animal services when the Region or a local jurisdiction requires companion animal evacuation, shelter, and care to manage displaced pets, strays, or rescued animals following a catastrophic incident.

How to Use This Document as a Standard Operating Guide Template

In addition to the guidance provided, this document may serve a local jurisdiction as a standard operating guide (SOG) template with information that counties should consider for their own SOGs regarding animal services within Evacuation Assembly Points (EAP), Regional Hub Reception Centers (RHRC), and emergency animal shelters. Where possible, template information has been included and is highlighted for local jurisditions to fill in their respective information. To facilitate the planning process, the document contains information that will be common to each of the animal service facility SOGs and then separates the information specific to each potential facility.

Animal services within each jurisdiction are implemented concurrently with the Emergency Operations Plan (EOP) and other emergency support functions for human needs. Other plans should be supplemented with information from this guidance. For instance, a county SOG for operation of an RHRC should include directions regarding both humans and animals. The section of this document pertaining to RHRC operation should be referenced to develop the animal portion of the RHRC with all planning partners, and then added to the overall county RHRC Plan and SOG.

This document references tools presented within the accompanying Regional Animal Services Plan (RASP) Toolkit. Jurisdictions should consider these tools as planning or operational aids to implement or change as necessary. Tools can be identified by the icon shown below, along with a link to the tool for electronic viewing.

Sample Tool Icon – *see RASP toolkit for tool*

Development and Maintenance

The Animal Services SOG was developed by the *{insert jurisdiction agency and organizations}* with assistance from the IL-IN-WI CSA Regional Catastrophic Planning Team, Animal Services Workgroup. This SOG draws on input from various local, state, and federal government agencies, and non-governmental organizations that were interviewed to discuss their roles, responsiblilites, resources, and needs in a disaster. This SOG is updated in response to lessons learned and best practices identified through training and exercises, changes in government structure, technological advances, and disaster operations. Review and concurrence by all stakeholders occurs biannually. Each named government agency and private organization on the planning committee reviews the SOG and communicates recommended changes in writing to the *{insert jurisdictions, sponsoring agency or emergency management agency}*; group consensus by the planning committee is necessary to implement a change to the SOG. The agency director ensures that necessary revisions to the SOG are prepared, coordinated, published, and distributed as revised plans to all organizations assigned responsibilities within the plan.

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1.0 Introduction

This Animal Services Plan standard operating guide (SOG) provides operational guidance to each jurisdiction of the Illinois-Indiana-Wisconsin (Il-IN-WI) Combined Statistical Area (CSA) regarding animal services to its residents or function as a host jurisdiction during a planned or unplanned event or disaster. This guidance addresses setting up and operating Evacuation Assembly Points (EAP), Regional Hub Reception Centers (RHRC), and emergency animal shelters. Operations will proceed utilizing the *{insert operating model selected from Part II-Implementation Guidance}* as outlined in this document.

This document does not supersede existing emergency operations plans (EOP) at any federal, state, or local level, but rather is intended to supplement those plans.

If a disaster affects multiple counties within the CSA, or if the Regional Catastrophic Incident Coordination Plan (RCICP) is implemented, the county or jurisdiction should coordinate via the Regional Animal Services Plan (RASP) Part I.

1.1 Situation

The CSA or local jurisdictions affected by a catastrophic incident or disaster must assist evacuees and their household pets. Jurisdictional profiles of their animal populations will help planners anticipate potential needs during activation of local EAPs.

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 Maps
Individual County Household Pets/Distribution of Livestock Maps

{CSA-wide and county maps for animal population estimates are provided in the RASP Planning Toolkit. Relevant maps and county statistics tables should be inserted here. Jurisdictions should consider acquiring current animal census information for their counties for insertion in future iterations of this SOG.}

1.2 Purpose and Scope

The purpose of this SOG is to establish the operational guidelines for the *{insert jurisdiction name}* animal services within the Evacuation Assembly Point, Regional Hub Reception Center, or emergency Shelter.

Providing support services and shelter to household pets impacted by the disaster is the primary focus of services to be provided by facilities during a local or regional response. The Animal Services function may also provide support for responder animals, such as Search and Rescue dogs under Emergency Support Function (ESF) #9, when requested and as resources permit. This function of the RASP will coordinate care of livestock as resources permit in conjunction with state departments of agriculture

and the United States Department of Agriculture (USDA). Additional information regarding emergency considerations for livestock can be accessed in the toolkit document.

CSA Guidance and Considerations for Livestock Emergency Planning and Response

1.2.1 Eligible Species

Under the Pets Evacuation and Transportation Standards (PETS) Act of 2006, the 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. At a minimum, these species are eligible for services outlined under this SOG.

{List any additional species covered under this SOG}

1.2.2 Service Animals

Service animals and their caregivers may seek assistance at regional or local facilities following a disaster. Service animals are considered working animals, not pets, and therefore must be allowed to remain with their owners during transport out of the impacted area. These service animals shall be permitted entry into general population areas. Service animals may perform a variety of tasks for people with disabilities. Jurisdictions should have resources to accommodate this population of animals and must make exceptions to "no animals" policies to allow accompaniment of service animals with clients, as needed. The Americans with Disabilities Act (ADA) of 1990 requires all businesses and organizations that serve the public to allow people with disabilities to bring their service animal into all areas of the facility where customers go.

Many service animals may be identified by special harnesses, capes, vests, scarves, or patches; however, this is not always the case. It may be difficult to delineate service animals from pets, as service animals are not required to have special licenses or certifications. Further, the ADA does not require that service animals have specific training. When no identifier is present, according to the United States Department of Justice, RHRC staff may ask two questions to determine if an animal is a service animal.

Additional information regarding service animals, definition of a service animal, and planning materials is in Part I of the RASP and at **http://www.ada.gov/service_animals_2010.htm**

- Is this a service animal required because of a disability?
- What work or tasks has the animal been trained to perform?

If the answers to these questions indicate that the animal has been trained to work or perform tasks for a person with a disability, the animal qualifies as a service animal and must be allowed to accompany its owner anywhere other members of the public are allowed to go.

Handlers are responsible for feeding, grooming, relieving, and controlling their service animals. When an individual with a service animal is registered into one of the regional facilities, staff must be prepared to identify a designated relief area for use of service animals and a cleanup procedure for that area. Service animals may be isolated or removed from a facility if the animal is disruptive to the operations of the facility and poses a threat to the safety of others by barking, howling, lunging, or snapping at other evacuees. A service animal removed from a facility should be transferred to the animal RHRC or shelter, or cared for via other arrangements. If the service animal is removed, additional care and support may be required for the animal's owner because the individual may not be independent without his/her service animal.

1.2.3 Non-Compliant Species

Evacuees arriving at any of the activated regional or local facilities with animals not listed under the PETS Act may be permitted access by the jurisdiction or individual facility based on animal species, space, and resource availability; however, accommodations for these non-compliant species are not covered under the PETS Act of 2006. Expenses related to these animals are not eligible for reimbursement under Federal Emergency Management Agency (FEMA) Disaster Assistance Policy (DAP) 9523.19. Resources expended or supplies purchased for the care and support of these animals will likely not be reimbursed under a disaster declaration. Local policies should be developed for entry of non-compliant species into emergency facilities, and transportation of them out of the impacted area. For safety reasons, poisonous or otherwise potentially harmful non-compliant species should not be permitted inside any regional or local facilities.

1.3 Definitions

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 describes the regionally accepted terminology and additional details in conjunction 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	Service animals are not considered pets and must be allowed to accompany their owners through the evacuation process.

Table 1. Definitions (Continued)

CSA Accepted Terminology	Definition	Other Information
	trained to do work or perform tasks for people with disabilities.	
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 *not* 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.
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.

Table 1. Definitions (Continued)

CSA Accepted Terminology	Definition	Other Information
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 Animal Service Concept of Operations

The Animal Services function will be activated within the local EOC whenever a general evacuation is ordered. When activated, the Animal Services primary function is to coordinate care and support of household pets during a disaster evacuation. This function resides under ESF-11 – Household Pets, Agriculture, and Natural Resources (or equivalent local function) and is managed by the Local Animal Services Emergency Coordinator (LASEC). It works in direct support of the human evacuation and sheltering being coordinated by first responders and ESF-6 – Mass Care (or equivalent local function) and coordinates with other functions as needed.

General:

- Animal services response will be initiated locally.
- This SOG may be implemented for a local evacuation, or as a receiving jurisdiction in the event of an evacuation elsewhere within the Region.
- Owners will be encouraged to pre-plan for self-evacuation and shelter of their pets. This SOG addresses operations for household pets whose owners need assistance with evacuation and sheltering, and pets that are separated from their owners as a result of the disaster.
- This SOG does not supersede response activities undertaken by voluntary agencies.
- All appropriate government (local, State, and Federal), voluntary agency, and private sector resources will be used as available and needed.
- Exotic animal facilities (zoos, aquaria, etc.) and agricultural facilities are expected to manage their own evacuation and sheltering operations. The LASEC will provide advice and support as resources permit.

Evacuation:

- Animal services should be prepared for both warning and no-warning events.
- The local Incident Commander will direct immediate scene operations and evacuation.
- Where feasible, people and pets will be evacuated together. Pets that are separated from their owners for evacuation must be immediately registered for further tracking and eventual reuniting with their owners.
- The animal services function will coordinate receipt of animals from the evacuation point into the shelter system (via either Regional Hub Reception Centers or directly to shelters.)
- Use of public transit for pet evacuation may require emergency waiver of transit system animal policies.

Animal Sheltering:

- The animal shelter system will coordinate with the human mass care shelter system for registering, tracking, and care of people and their pets.
- To the greatest extent possible, pets will be sheltered in close proximity to their owners to facilitate owner care and feeding of their pets. This will also reduce the stress and separation anxiety of people and their pets.
- When owner care is not feasible, the animal services function will provide complete pet care until the pet can be reunited with its owner or otherwise moved to long-term shelter, fostering, or adoption.
- Shelters should be prepared to operate for the first 72 hours without resupply or other outside support, and for a minimum duration of 14 days with resupply.

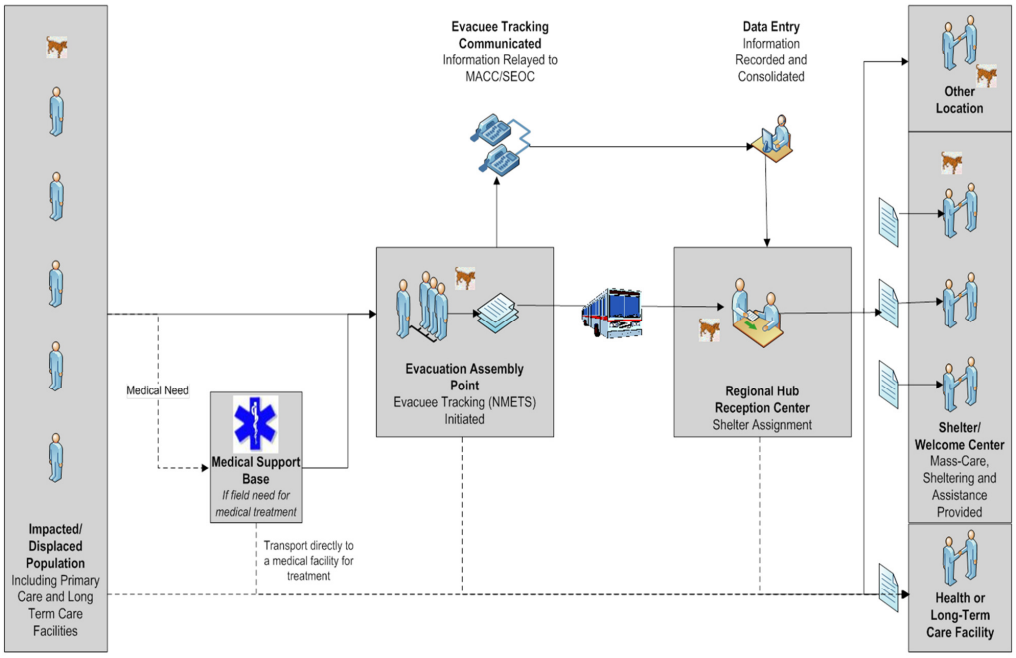
2.1 Animal Services Evacuation and Sheltering Network

The IL-IN-WI CSA has established a protocol under the Regional Catastrophic Incident Coordination Plan (RCICP) and its supporting annexes for conducting a regional evacuation of people and their pets. The plan establishes a network of facilities across the region to expeditiously move people out of the impacted area and into a shelter. Approximately 90% of people are expected to be capable of self-evacuation and shelter. Ten percent are estimated to need assistance with evacuation and shelter. In a regional catastrophe, up to 100,000 people and 54,000 pets may need assistance with evacuation. Jurisdictions may establish and operate the following facilities to support local or regional evacuation:

- Evacuation Assembly Point (EAP) – initial gathering point where evacuees congregate for transportation out of the impacted area.
- Regional Hub Reception Center (RHRC) – large, short-term (24-48 hours) facility to organize evacuees and their pets for registration and transportation to emergency shelters.
- Shelters – facilities for temporary care of evacuees; includes "pet-friendly" human shelters where pets are co-located with their owners, and stand-along pet-only shelters.

The evacuation and shelter system is further supported by medical and veterinary facilities to care for injured people and pets. Figure 1 shows the flow of people and pets from origin to destination shelter or medical facility in an evacuation. Detailed guidance on each of the three facility types follows in the next sections.

Figure 1. Animal Services Network Concept of Operations



2.2 Implementation Timeline

This SOG is intended for implementation in a "no warning" event. Under "no warning" conditions, the evacuation and sheltering system must be activated simultaneously with the evacuation itself. This will require a tremendous level of coordination to synchronize all activities. The regional goal is to have shelters ready to receive people and pets within 24 hours of an incident. Table 2 summarizes the sheltering timeline for a "no warning" event. Events with warning will follow a similar sequence, with evacuation beginning in advance of the incident.

Table 2. Shelter Implementation Timeline – No Warning Event

Time (Hours)	Action	Responsible Elements
Incident Occurs (zero hour)	Initial Notifications	9-1-1 Dispatch and EOC
0 to 4 hours	Population directed to Evacuation Assembly Points. RHRCs activated.	First Responders RHRC Staff
>4 to 24 hours	Population transported to RHRCs. RHRCs register evacuees and pets; coordinate shelter assignment. Shelters activated.	Transportation RHRC Staff Shelter Staff
>24 to 48 hours	Population transported from RHRC to designated shelters. Evacuees and pets registered into shelters.	Transportation Shelter Staff
>48 hours to 14 days	Sheltering continues.	Shelter Staff
>14 days	Return home or transition to temporary housing.	Shelter Staff Transportation

3.0 Evacuation Assembly Point (EAP) Standard Operating Guidance

The sections below address components of SOGs that local jurisdictions should develop for the animal services function of the EAP. Much of this information may be incorporated directly into the EAP SOG; other components should be developed or tailored to suit the needs of each jurisdiction. Planning for establishment and operations of the human and animal portions of the EAP should occur in conjunction with all necessary stakeholders. Planners should refer to *The Regional Catastrophic Planning Team's Evacuation Assembly Point – Operational Guidance* for additional overview information, background, assumptions, operations, logistics, etc., regarding the overall EAP.

For jurisdictions opting not to co-locate the animal services portion of the EAP and instead establish a separate off-site facility, additional planning will be necessary regarding each functional area of that facility. Additional staff and resources will be necessary to operate that facility, and resources must be available to begin tracking animals for owner reunification

3.1 Overview

The Regional Catastrophic Planning Team's Evacuation Assembly Point – Operational Guidance provides background information and guidance for local jurisdictions to set up and operate an EAP in the event of a catastrophic incident necessitating evacuation out of the impacted area. This portion of the RASP provides the information needed to set up and operate the animal portion of the EAP facility. These sites, whether established through preplanning or set up on an ad-hoc basis at the time of the incident, should be as close to the displaced population as safety allows. Therefore, these should be located within or near the impacted area.

Resources and personnel will likely be scarce immediately following a disaster when the need arises to set up and organize an EAP to provide a point in which to transport evacuees and their pets out of the impacted area. Therefore, this SOG assumes that household pets and management of these pets will be co-located with the general EAP. The pet operation functions of the EAP should proceed as specified by the incident action planning process in conjunction with facility management, resource allocation, security, etc.

Jurisdictional Policies

Policies pertaining to EAP facilities may include the following:

- Admittance of non-compliant species
- Transportation of animals via jurisdiction vehicles
- Placement of animals within the EAP facility
- Other.

{Insert local policies pertaining to the local EAP facility.}

3.2 Mission

The mission of the *{Insert jurisdiction and facility name}* EAP is to facilitate egress of survivors and their pets seeking assistance with evacuation from the impacted area. Additional emergency services may be provided as resources allow.

3.3 Location

{Insert jurisdiction location(s), address, maps, etc. for potential EAP facilities}

3.4 EAP Components and Layout

The resources, personnel, and facility type will determine the operating components of the animal services portion of the EAP and the type of EAP that may be set up and operated. In some instances, additional components and services may be added over the course of the disaster as additional resources and personnel can be mobilized and arrive on-site.

3.4.1 Layout

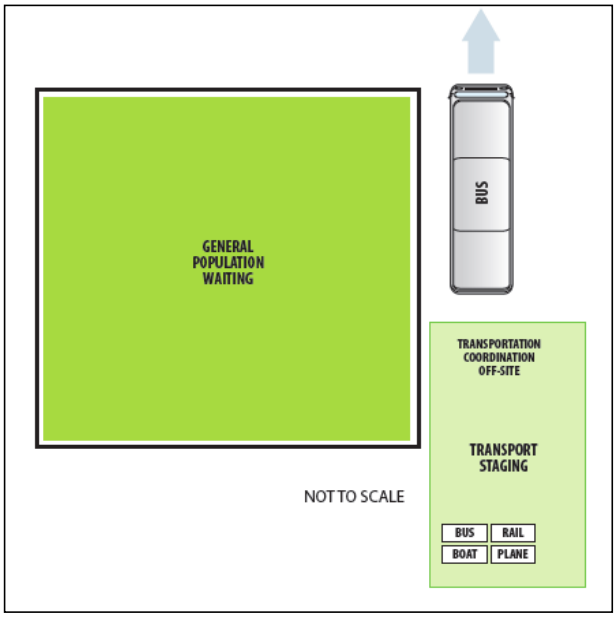
{Insert the anticipated layout of each selected EAP within the Jurisdiction and indicate its type.}

The variables found between specific facilities, evacuee and animal needs, duration of anticipated stay, and resources available will dictate the physical layout/configuration of the EAP. The CSA has established two types of EAP as the basis of local jurisdictional planning for EAP operation. A Type I EAP is a very basic operation while a Type II may be much more complex and host a variety of services. More detailed descriptions are as follows:

Type I EAP

A Type I EAP is a simple operation based on the possibility of limited resources in catastrophic incident response. A Type I EAP operation provides transportation embarkation coordination for individuals and household pets. This EAP is a location where transit can be expected at regular intervals. As shown in Figure 2, support services will not be available. A Type I EAP will require jurisdictional support in that public information should include animal transport protocols, policies, rules, wait times, destinations, etc., and must be available to those awaiting transportation. A Type I facility may be as simple as a designated bus stop where evacuees and their animals can obtain transportation out of an impacted area, or a physical structure that provides additional shelter and space but without additional services.

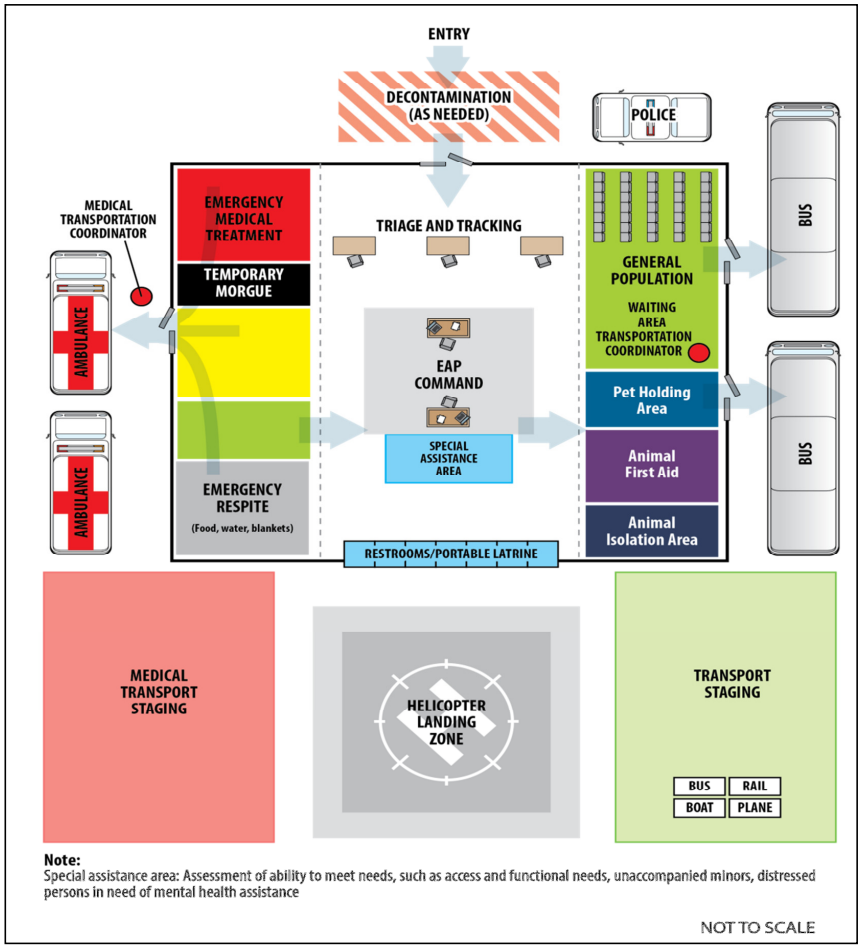
Figure 2. Sample Type I EAP Layout



Type II EAP

A Type II EAP (see Figure 3) is a more advanced operation and will generally be a physical structure or established camp that provides essential services to evacuees in addition to coordination of evacuation out of the impacted area. A Type II EAP will require a greater degree of advanced planning, as multiple response stakeholders will be involved in effective implementation of activities. Services that may be provided are discussed below in Section 3.4.2.

Figure 3. Sample Type II EAP Layout



3.4.2 Components

In addition to the components necessary within the human areas of the EAP (see *RCPT Evacuation Assembly Point – Operational Guidance, 2012*) the following animal components should be considered and/or combined with the human functional areas as resources permit.

Decontamination

Depending on the resources available, only gross decontamination may be possible at the EAP level. As a result of some incidents, owners and their animals may arrive at the EAP with exposure to a substance that could cause harm to them, other evacuees, or staff if not removed. If contamination or exposure is suspected due to the nature of the incident, animals should be screened and undergo some type decontamination at the EAP. The resources available and the need to evacuate the affected population may dictate the level of decontamination provided at the EAP. Further technical decontamination may occur upon arrival at the RHRC or shelters as necessary.

Even if an incident does not involve a hazardous material or toxic effect, precluding need for technical decontamination, gross decontamination or general cleaning may be necessary. Floodwaters, waste materials, sewer runoff waters, particulate matter from fires or building collapses, or other unsanitary or odorous materials may necessitate some type of general decontamination. If resources and time permit, this might occur at the EAP level, with more thorough cleaning subsequently at RHRC facilities.

Registration and Intake

The process of registration should include entrance into the facility, communication and acceptance of facility and region rules/policies, and entry of all animals and owners into an evacuation tracking system. During this process, each possible owner and his/her animal(s) should be registered into the EAP with necessary forms to capture animal information; a photograph of the animal should be taken and attached to their file (described in the following paragraph), and to the animal's cage; and the owner and animal should be entered into NMETS together. In some instances, the need for expedited evacuation will take precedence over registration. If registration is not possible due to the severity of the situation or lack of resources to register owners and their pets into the NMETS, owners should not be separated from their animals; they should be placed together on transportation out of the impacted area.

Copies of all intake and registration forms and any other information pertaining to the animal should be placed into a record that will accompany the animal to the next destination (RHRC, Shelter, medical facility, etc.). If computers and data connectivity are accessible, files may be stored and transmitted electronically. However, basic identification including owner information and NMETS identifier should be attached the animal via tab-band collar or other means.

Registration and Intake Forms

Following registration, animals should undergo a rapid assessment of their needs and be assigned to a location within the EAP (First Aid, Isolation, Waiting Area, Debarkation, etc.) to await transportation to a shelter or RHRC.

Animal First Aid and Triage

Animal medical triage will likely be a major effort at the EAP. Evacuees will present their animals with a wide range of illness and injuries following a catastrophic disaster. Veterinary personnel will perform triage according to accepted protocols and procedures.

Animal Morgue

Following a catastrophic incident, owners will likely bring deceased or dying animals to the RHRC just as they would for other members of their families.

With limited resources, this area would likely be combined with a human morgue - a refrigerated area and storage capacity where deceased animals can be held until properly disposed of. This area should be secured at all times and kept away from public views and food areas. Animals that arrive on-site deceased should be entered into NMETS, if possible, for owners seeking their animal at local emergency facilities.

Animal Holding Area

Household pets should be kept in a separate waiting area with owners while awaiting transportation out of the impacted area because of potential for allergies and sanitary concerns. If pets are brought into the EAP in a crate or kennel or if crates or kennels are deployed to the EAP, a separate kennel area may be established within the EAP.

Isolation

A separate room or rooms should be designated for provision of a quiet space for extremely stressed, barking, or potentially aggressive animals while awaiting transport with their owners.

3.5 Site Selection

Each jurisdiction should identify several locations that may serve as Type I or Type II EAPs to serve potentially affected populations during a disaster. It is not necessary for identified locations to serve exclusively as EAPs; they may serve multiple functions during different types of emergencies. Pre-identified locations within the impacted area of a disaster may serve as the EAP, but if the same location is outside the impacted area, this same facility may be set up as an RHRC or shelter. These locations may also serve as PODs, base camps, animal mega-shelters, etc., based on needs during a disaster.

Site selection for the animal portion of the EAP should be completed as part of the site selection for the general EAP. Site selection for the general EAP is discussed in Section 4 of the *IL-IN-WI CSA Evacuation Assembly Point Operation Guidance*.

EAP Site Assessment and Selection

3.6 EAP Concept of Operations

While all household pet support services may not be possible within the EAP setting, local jurisdictions should consider the following essential services for pets that may be necessary in the aftermath of an incident and plan for these services to the extent possible:

- Evacuation, sheltering, tracking, and reunification
- Mass Care, which may include owner-based pet care
- Management of aggressive, stressed, or infirm household pets
- Emergency veterinary care
- Management of unclaimed, lost, stray, or abandoned animals
- Disposition of deceased animals
- Documentation procedures, data management, and transfer of household pet records upon return of pets to their owners
- Isolation of household pets with infectious diseases, suspected rabies infection, or that have bitten people

This guidance assumes that the household pet portion of the EAP will be co-located with the general EAP; it also assumes that the pet operations associated with facility management, resource allocation, security operations, and coordination with emergency management will proceed as specified in the joint planning process. As stated above, if a jurisdiction decides to locate an animal EAP off site, additional planning will be necessary for staff, resources, coordination, etc.

3.6.1 Activation

The core planning team must develop the activation sequence for each EAP within the jurisdiction. Activation guidance is set forth in the *RCPT EAP Guidance – Section 5b*. Local incident commanders will determine need for EAP activation, which facilities should be activated, and what support services may be necessary within each facility. First responders and any additional animal services response personnel and expertise will be mobilized via existing alert and notification procedures. Each potential responder, including animal services personnel and other non-traditional emergency response agencies, should receive training on all alert and notification procedures utilized within the jurisdiction.

Any additional activation and notification procedures pertaining specifically to animal services should be added to the overall county EAP SOG.

{Insert the {jurisdiction name} EAP activation sequence as it pertains to animal services here.}

3.6.2 Mass Care

Owners and designated caregivers will have the primary responsibility for the care and well-being of their animals in the EAP setting. In certain circumstances such as lost, rescued, or abandoned animals, additional care may be necessary by responders; however the primary mission will remain safe and expedited evacuation out of the EAP and into an RHRC, shelter, or other care facility as necessary. As resources become available to EAPs, mass care services may be offered to further meet the needs of the animals brought to the EAP. Support may include food, water, first-aid, tracking (via NMETS), and owner reunification. Local jurisdictions should plan for mass care services within the EAP, and execute these as personnel and resources become available during an incident.

3.6.3 Evacuation

In general, owner-accompanied household pet evacuation will proceed according to the same concept of operations as that for general evacuation. Figure 1 in Section 2.1 shows the evacuation flow out of the impacted area to long-term shelter. Embarkation of pets is the responsibility of the owner, but should be done in accordance with local and regional policies for evacuation and transportation. Refer to the *IL-IN-WI CSA Regional Catastrophic Incident Coordination Plan Evacuation Annex* and *Transportation Concept of Operations*. Additional coordination will be necessary for owners unable to safely accompany their pets onto transport or in cases of lost, rescued, or stray animals. If the region or local jurisdiction plans to evacuate animals in crates or separately from owners, additional planning must occur. Local jurisdictions will also have to initiate evacuation tracking via NMETS wherever the owner will be separated from the animal to provide some sense of cohesion for the pet owner.

3.6.4 Facility Deactivation

Facility deactivation and resource demobilization for animal services should occur as part of the processes for the overall facility. The decision to deactivate will come from the jurisdiction emergency operations center (EOC) or regional unified coordination group in conjunction with data received through reporting mechanisms. When the majority of evacuees and their animals have been evacuated from the impacted area or the area is no longer safe for responders, the facility may be deactivated. Search and rescue operations may continue within the impacted area, but transport of remaining evacuees and rescued animals directly out of the impacted areas renders an EAP no longer necessary. It is essential for EAP facilities to be open to coordinate transportation out of the impacted area immediately following a catastrophic incident. Deactivating these facilities as soon as possible is also essential because valuable resources there will likely be needed at RHRCs, shelters, or other regional facilities to provide support to evacuees.

During the recovery phase of the incident and once reentry into the impacted area is deemed safe, EAP facilities should be restored to their previous condition.

3.7 Staffing

EAP staff must work cooperatively with animal caretakers and responders to initiate reception, process, short-term care, and arrange transportation for household pets and service animals brought into the EAP. Given the lack of resources and personnel available immediately following a disaster, it may not be possible to establish a formal animal services branch of the EAP. Emergency responders arriving on-site and running the EAP should be organized under the Incident Command System (ICS) and assign animal duties as necessary. As additional responders and any animal care personnel are mobilized, they should be integrated into the existing management and used as needed.

4.0 Regional Hub Reception Center (RHRC) Standard Operating Guidance

The sections below describe the components of SOGs developed by local jurisdictions for the animal services portion of RHRCs. Much of this information may be incorporated directly into the RHRC SOG while other sections must be developed or tailored to suit the needs of the individual jurisdiction. This guidance offers information to planners of animal components of RHRC establishment and operation, and their planning should proceed with input from and discussion among all necessary stakeholders. During this process, planners should refer to *The Regional Catastrophic Planning Team's Regional Hub Reception Center – Operational Guidance* for additional overview information, background, assumptions, operations, logistics, etc., regarding RHRCs.

4.1 Overview

A RHRC is a short-term facility for processing individuals and household pets in order to move them to a longer-term shelter or temporary housing solution within 24 hours after they enter the facility. Given the amount of time evacuees may spend at the RHRC, additional services will be offered such as mass care, emergency assistance, shelter assignment, transportation coordination, and family reunification.

This portion of the Regional Animal Services Plan provides the information and guidance for local jurisdictions to set up and operate the animal portion of the RHRC. Development of this section should result in a concept of operations, expected capacity, configuration, and resource needs that can be incorporated into or annexed to a county RHRC SOG. Overall planning guidance for development of the RHRC and template information for counties can be found in the *IL-IN-WI CSA Regional Hub Reception Center – Part II: Operational Guidance and Part III Standard Operating Guide Template.*

Policy issues that pertain to RHRC facilities may include the following:

- Admittance of non-compliant species
- Transportation of animals via jurisdiction vehicles
- Placement of animals within the RHRC facility
- Owner visitation and care for animals within the RHRC
- Security for staff, animals, and owners

- Check-in/check-out of animals by owners or other
- Overcapacity
- Contamination facility is not equipped to handle
- Other

{Insert local policies pertaining to the local RHRC facility.}

4.2 Mission

The mission of the *{Insert jurisdiction and facility name}* RHRC is to facilitate egress of survivors and their animals seeking assistance with evacuation from the impacted area, and to coordinate placement of impacted populations of people and household pets in shelters throughout the unaffected areas of the IL-IN-WI CSA and beyond. Additional emergency support and mass care services may be provided as resources allow.

4.3 Site Selection

RHRC operations for evacuated pets will need to be done in conjunction with the RHRC where owners will be located. This may be a shared site with separate areas for animals, co-located with a general RHRC, or in a separate off-site location. The core planning group must consider site selection part of the pre-incident planning process. Coordination should occur with local mass care, animal control, animal response teams, and animal shelters to identify potential sites suitable for co-located, shared, or separate animal RHRCs, and available for use during a disaster.

Jurisdictions should consider following as part of the site selection process for animal services:

- Safety and security of staff, evacuees, and animals
- Potential to accommodate the components discussed in Section 4.5.1 below
- Restoration efforts required following facility deactivation
- Proximity to transportation and supply chain routes.

4.4 Location

{Insert jurisdiction location(s), address, maps, etc. for potential RHRC facilities.}

4.5 RHRC Components and Layout

Resources, personnel, and facility type will determine the operating components of the animal services portion of the RHRC, as well as the capacity of the facility to support animals. Additional components and services may be added during RHRC operations.

4.5.1 RHRC Components

Variation of site types, animal needs, and the anticipated duration of stay within the RHRC will dictate the physical requirements and configuration of the shelter. Figure 4 depicts a sample configuration of the RHRC. Planners of the facility configuration should consider allocating space for the following functions and/or functional areas, as well as any additional areas they deem necessary for operations:

Decontamination: Some animals may arrive after exposure to a substance that, if not removed, could harm that animal and other RHRC animals, clients, and staff. The exposed or contaminated animal must undergo a technical decontamination prior to entering the RHRC. This process should be coordinated with local hazardous materials (hazmat) and veterinary staff.

Parking/animal unloading: Staff may be necessary to assist with unloading of animals from buses or other mass transit. Leashes and muzzles should also be available within this area for necessary restraint of animals during the remainder of the entrance process. Staff or clear signage should be present to direct owners and their animals to the decontamination area (if necessary), or the registration area.

Entrance: The main entrance to the animal portion of the RHRC maintains flow of staff and clients into and out of the RHRC. A secondary entrance may be utilized for delivery of resources.

Security: Entrances should be controlled to ensure security for staff, volunteers, animals, and their owners.

Registration/reclamation: Registration involves entrance into the facility and entry of all animals and their owners into the evacuation tracking system. This station may be set up near the main entrance to ensure all animals and owners are registered as they enter the facility. This area may also be used to reunify animals and their owners upon exiting the facility or to prepare animals for export/loading to an end-point shelter.

Animal banding area: Following animal registration and assignment of a unique identification number, all animals and their owners should be escorted to the banding area where the animal identification number can be security attached to the animal on a band or collar. This is generally a fenced area to allow the owner ample space to securely fasten a collar onto the animal.

Triage/intake: The RHRC must process a number of individuals rapidly. Processing may include a rapid assessment of their needs, triage for injury or illness, and assignment of them to a location within the RHRC for temporary respite while they await transportation out of the impacted area to a longer term shelter site.

Command: Within the command post, shelter assignment, logistical coordination, tracking, and transportation of animals will occur, as well as all coordination with the co-located RHRC and any necessary outside services.

First Aid/medical services: When an animal is identified with an injury or illness, the first aid station or medical services station may be made available to provide immediate remedies. The level of care

available will depend on the number and expertise of the veterinary staff; additional coordination may be necessary for advanced medical care.

Supply Storage: An area should be designated as central supply where all animal supplies coming to the RHRC will be secured, inventoried, and maintained.

Staff rest area/lounge: This area may be one or more designated rooms or a lounge area apart from animal areas.

Kennel area: This main holding area for animals should be arranged with cages, kennels, pens, etc. Additional space may be needed for pregnant or nursing, geriatric, or stressed animals. The area configuration may include divided sections based on species, location of evacuation, RHRC entrance time, or other as decided by the RHRC planning committee. Animal kennel area aisles should be at least 36 inches wide to allow animals and accompanying care givers to pass through easily. Animals considered at-risk for increased stress or other illnesses should be housed in rooms or areas separate from other animals if possible. Jurisdictions should strongly consider housing different species in different areas or rooms where possible. This will reduce stress and agitation of animals brought into the facility.

Quarantine/isolation area: As space permits, a designated room or area should be set up for stressed, fearful, or aggressive animals. This area may also be used for animals requiring isolation for suspected rabies infection or for biting. This area should be out of public view and controlled at all times.

Food storage and distribution: Areas utilized for storing and distributing food should be located away from animal care and respite areas. Availability of food services may be required 24 hours a day/7 days a week.

Animal cleaning/grooming: Limited cleaning and grooming should be available for bathing of animals, flea dips, etc., and this area should have access to water.

Dead animal storage/morgue: Following a catastrophic incident, owners will likely bring deceased or dying animals to the RHRC just as they would for other members of their families. A morgue area where deceased animals can be held until properly disposed of should be designated. This area should be refrigerated and controlled at all times, and away from public view and food areas. Depending on the configuration and availability of refrigerated space at the RHRC facility, this area may be combined with the human morgue storage area.

Cage cleaning: This is the area where all portable or collapsible cages are cleaned and disinfected prior to animal use or if a cage is soiled at any time. This area may be inside or outside of the facility, but should have access to water.

Water storage: Storage of drinking and cleaning water is important as preparation for possible unavailability of running water. Water should be stored in areas not exposed to direct sunlight to avoid microorganism growth.

Animal exercise area: Area where animals can be walked and exercised. This area should be close to the facility, but if possible, not near areas where people are working or entering facility.

Restrooms: Restrooms inside the facility or port-a-johns outside should be available for staff and animal owners.

Hygiene: Portable hand washing stations should be present in triage areas, animal care stations, and throughout the animal RHRC.

Waste storage: Garbage and waste collected from all areas of the facility should be stored either outside or away from food areas and away from where people work until it can be taken to a proper disposal location.

Generator: This may be located outside to provide electricity to the facility in case of emergency.

Emergency exits: Egress routes must be clearly marked.

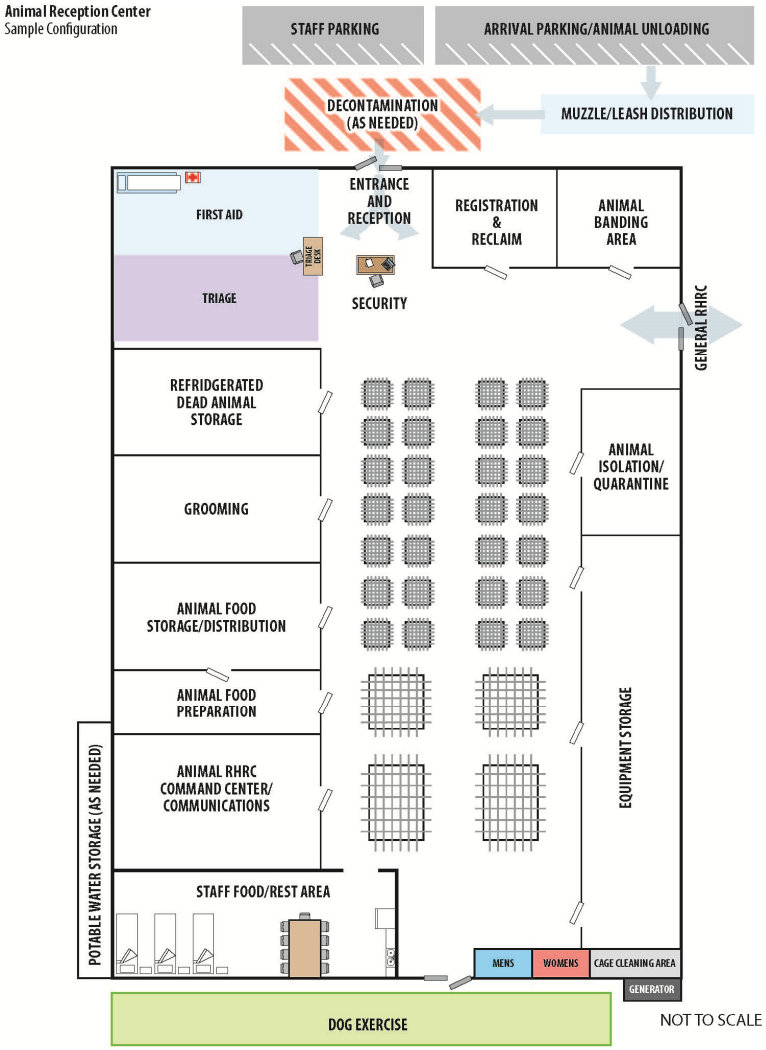
4.5.2 RHRC Layout

RHRC facilities are meant to focus on throughput of evacuees and animals in terms of intake, registration, shelter assignment, and egress from shelter. Additional support services may be available as the situation necessitates and as time allows prior to people and animals leaving the facility for long-term shelter. While the size and type of facility available will dictate the configuration to some degree, throughput into and out of the facility should be considered. Health and safety of evacuees, staff, and the animals must always be the priority in designing a configuration and layout. Figure 4 shows a model layout that a jurisdiction may use in planning its facilities, understanding that the actual facility may vary from the example.

RHRC Flow and Layout Model

{Jurisdictions should insert their anticipated RHRC Layout here.}

Figure 4. Sample RHRC Layout



4.5.3 RHRC Capacity

The number of animals that can safely be accommodated within the selected facility should be confirmed during the planning stage. The total size and number of kennels/crates and capacity of the reception processing area will be directly influenced by factors such as site layout, unique site characteristics, number and types of animals, and resource availability. Ample space and outdoor

recreation areas for animals must be provided as part of RHRC operations. When determining the specific requirements of the RHRC, jurisdictions should carefully consider the factors discussed below.

Planners also need to consider facility size requirements where the animals will be housed. The largest collapsible crates are 30 inches wide by 48 inches long (4 feet); adding 3 inches on either side so that the cages are not touching creates 36 inches (3 feet) for each cage. Cardboard boxes or other thin opaque barrier may be placed between cages to reduce anxiety among animals that may otherwise show aggression toward other animals in close proximity. If a 3-foot aisle is assumed, the capacity of the facility can be determined. Collapsible crates may potentially be stacked 2-high and secured in place to double the capacity of the facility.

{Insert the cage capacity of the local RHRC based on its configuration, layout, and size here.}

4.6 RHRC Concept of Operations

The RHRC may be the first opportunity for owners and their animals to receive necessary emergency mass care services. While support services and resources may still be limited, the core planning team should consider the following operations within the RHRC:

- Sheltering, intake and registration, tracking, and reunification
- Mass Care, which may include owner-based pet care
- Management of aggressive, stressed, or infirm household pets
- Emergency veterinary care
- Management of unclaimed, lost, stray, or abandoned animals
- Disposition of deceased animals
- Documentation procedures, data management, and transfer of household pet records upon return of pets to their owners
- Isolation and quarantine of household pets with infectious diseases, suspected rabies infection, or that have bitten people.

An RHRC is a short-term facility. Evacuees will be transported out of the facility once long-term shelter is identified or other arrangements are made. Evacuees should not remain in the RHRC longer than 24 hours. Plans for services provided should reflect the objective of moving people and pets out in this timeframe.

This guidance assumes that the pet portion of the RHRC will be co-located with the general RHRC; therefore, it also assumes that planning the pet operations associated with facility management, resource allocation, security operations, and coordination with emergency management will be part of the joint planning process. If a jurisdiction decides to locate an animal RHRC off site, additional planning will be necessary for staff, resources, coordination, etc.

4.6.1 Activation

The core planning team must develop the activation sequence for each RHRC within the jurisdiction. Activation guidance is set forth in the *RCPT RHRC Guidance – Section 6b*. Local incident commanders will determine the need for activation, which facilities should be activated, and what support services may be necessary within each facility. Facility management, mass care personnel, and animal services response personnel and expertise will be mobilized via existing alert and notification procedures. Each potential responder, including animal services personnel and other non-traditional emergency response agencies, should receive training in all alert and notification procedures utilized within the jurisdiction.

Any additional activation and notification procedures pertaining specifically to animal services should be added to the overall county RHRC SOG.

The RHRC activation tools and Facility Walkthrough Form should be used during the facility activation process for animal services portions of the RHRC.

Facility Activation Tool
Facility Walkthrough Tool

Insert the {jurisdiction name} RHRC activation sequence as it pertains to animal services here.

4.6.2 Decontamination

The purpose of decontaminating animals is to limit tissue damage and absorption into internal systems, prevent systemic poisoning, and prevent secondary contamination to other animals and RHRC staff and clients. Gross decontamination may be completed prior to transportation out of the impacted area at the EAP, but a more thorough technical decontamination may be necessary at the RHRC. Decontamination operations will depend on the incident, but should be carried out prior to entrance into the RHRC facility to prevent secondary contamination. Local hazardous materials response teams or fire departments typically support decontamination efforts; however, for animal decontamination-specific procedures, state and federal veterinary response teams with hazardous materials training should be consulted. The local jurisdiction should consider identifying veterinarians, animal control, and other potential RHRC staff to be trained to assist with animal decontamination planning and response operations.

Many incidents may not result in hazardous material contamination or toxic effects requiring technical decontamination, but some type of general cleaning/grooming may be necessary. Floodwaters, waste materials, sewer runoff waters, particulate matter from fires or building collapses, or other unsanitary or odorous materials may necessitate this. Cleaning/grooming may be conducted within the RHRC following intake and registration into the facility if specialized decontamination resources are not needed. Experienced animal handlers or trained volunteers may be used to assist with grooming activities.

{Insert actual RHRC decontamination and cleaning procedures here.}

4.6.3 Intake and Registration

If formal intake and registration were not completed at the EAP, this will be necessary upon entrance into the RHRC. Animal intake and registration includes (1) registration into NMETS, (2) owner consent to provision of services to animal and to leave it at the facility, (3) collection of information regarding the animal needing care and support, and (4) obtaining a photo of the animal (with the owner if possible) to expedite reunification. Collection of certain vital information will assist personnel to identify the animal, verify the connection with the owner, and begin tracking its physical and medical progress through the facility and any other facility as part of the evacuation and shelter process. Animal owners must register their pets before registering themselves so that animals are quickly entered into the system, banded, and crated.

The registration process should never hold up emergency care needs of an animal. If an animal appears to require veterinary attention at registration, the animal care coordinator or veterinarian should be immediately contacted to assess the animal.

NMETS

NMETS has been adopted by the IL-IN-WI CSA as the standard for evacuation tracking of all evacuees and their belongings following a catastrophic incident. Each jurisdiction should implement this system within each EAP (resources permitting), RHRC, shelter facilities, and any other facility where evacuees or their animals may be sent. Additional information on NMETS and how jurisdictions can implement NMETS can be found in the *IL-IN-WI CSA NMETS – Region-wide Execution Strategy and Field Operations Guide.* Jurisdictions should develop an NMETS annex to their Local Mass Evacuation Plan.

There are three different versions of NMETS; which one to use depends on the availability of electricity and data connectivity. However, use of each version results in a unique tracking number for each animal and its owner. The animal identification (ID) number will be associated with the owner/family identification number, where possible, upon registration to ensure proper reunification. The registration number is important for tracking and should be recorded on all forms associated with the animal, as well as on its cage and collar.

NMETS does not currently have an animal-specific field for identification. However, the following information should be captured in the "notes" field of the program:

- Date of intake into the system
- Species
- Breed
- Sex
- Age (estimate if necessary)
- Weight (estimate if necessary)

- Intake Type (Rescue, Stray, Deceased, etc.)
- Spay/Neuter Status
- Microchip # (if applicable)
- License City and # (if applicable)
- Address of origin or where found/rescued.

Collection of this information will assist with reunification efforts and may also assist animal owners that are searching the system for their animals if they were separated during the evacuation process.

Photo Identification

A photo should be taken of the pet with the owner during registration (if possible) to be stored electronically, and placed on necessary forms and on the animal's cage. NMETS does not currently have the storage capacity to store photo files with the entry. However, photo locations may be entered into NMETS if the photos are stored on a server that can be accessed.

Animal Intake

In addition to the standard registration form for entrance and tracking at the RHRC, an animal intake form should be developed for completion during the registration process. The intake form should include the following fields:

- Registration number
- Breed, sex, color, unique marks/general description
- Animal name, owner name, address, contact phone numbers
- Owner's RHRC registration (NMETS) number
- Other persons authorized to claim or care for animal
- Medical history
- Medications.

Sample Registration Form
Sample Animal Intake and Identification Form

Intake also allows personnel to note any behavioral or other issues that may influence where it is housed or processed. If possible, veterinarians or veterinary personnel should be present to conduct assessments or triage of animals. Alternatively, animals can be sent for a veterinary examination following the registration process.

Banding/ kennel assignment

Following registration and assignment of the unique NMETS identification number, this ID number should be securely affixed to the animal via a tab-band collar or by some other means to reduce the likelihood that animals are misplaced or otherwise associated with the incorrect forms/ID number. As a

backup, the animal's file and identification care/ID number should be kept on its cage at all times. Kennel assignment should be based on the following:

- Species
- Entrance time or destination
- Illness/medical conditions
- Stress/fear/aggression issues
- Other conditions such as pregnancy, nursing animals, or geriatric animals.

Previously Registered Animals

If entering animals were registered at the EAP or have been transferred to the RHRC from another location where they were registered, the owner or handler should accompany the animal into the facility where the animal's NMETS ID can be entered and tracked at the RHRC. Intake personnel should check the animal's forms for medical conditions or conduct an assessment of the animal to determine where it should be assigned within the RHRC.

4.6.4 Security

Security planning is part of the overall planning process, and guidance is outlined in the *IL-IN-WI CSA RHRC Operational Guidance* Module 9. Planning the animal services portion of the RHRC should be included as part of the overall planning process. Security measures should consider the following:

- Safety and security of staff and animals within the RHRC
- Visitation policy of animals by evacuees
- Securing the physical site
- Ensuring that only registered animal owners enter the premises.

{Jurisdictions should insert any security procedures as they pertain to the animal RHRC.}

4.6.5 Daily Care and Maintenance

If resources are unavailable within the impacted area, the RHRC will be the first facility where pets will receive basic mass care services such as food, water, first-aid, and respite. Therefore, these services should be provided as soon as possible upon registration into the RHRC. Daily care and support provided should be noted on animal cage cards to ensure animals are eating, drinking, relieving themselves, or taking necessary medications.

Sample forms for daily care are provided as part of the toolkit in this RASP.

Sample Animal Daily Care Forms

If possible, owners will assume primary responsibility for providing care and well-being (food, water, and exercise) to their animals during their stay within an RHRC facility. This would result in the use of fewer personnel, and would likely reduce stress for both owners and their pet. Logistical concerns and other issues may warrant that the RHRC provide care to each animal within the RHRC. Lost, rescued, or abandoned animals will require care by RHRC animal care personnel. Each jurisdiction and facility should consider the following before implementing operations:

- Security may be of concern given a constant stream of owners and their families into and out of the animal RHRC.
- Safety for the animals must be considered in that some animal RHRC facilities may have extremely limited space and narrow aisles to serve all animals. Having too many people within the small space may present safety concerns and may also agitate and further stress the animals within. Additionally, people coming into the kennel areas of the RHRC may try to pet or reach into the cage of a frightened or agitated animal and risk injury.
- The goal of the RHRC is shelter assignment for both evacuees and their animals, and throughput into and out of the facility. Owners must be standing by in the designated area to board provided transportation upon placement within a shelter.

A facility may also decide to provide mass care services but allow scheduled visitation time for owners to provide exercise or comfort to their animals. A jurisdiction or facility has several options for how it implements mass care operations with the RHRC. Procedures and information pertaining to mass care should be outlined within this section.

Feeding and Watering

Food and water should be available for all species anticipated within the RHRC. It may not be possible to plan for all dietary considerations for all animals at the RHRC level based on the limited availability of resources. Special dietary needs should be noted in an animal's file, with that diet to be obtained at the shelter level.

Guidelines for feeding and watering adopted by the jurisdiction should be annexed to this SOG or specified within this section. General guidelines for jurisdictions and facilities to follow have been included in the toolkit.

Feeding and Watering Guidelines

Animal feeding and watering has also been provided as a just-in-time (JIT) training module to assist staffing in fulfilling these responsibilities.

Feeding and Watering JIT Training Module

Care and Handling within the RHRC

Personnel within the RHRC should anticipate that all animals will be under a great deal of stress, and measures should be implemented to reduce their stress while providing care and support services. Personnel should use caution in approaching and providing care to animals, as the animals can be uncharacteristically fearful or aggressive. Where possible and where resources allow, handlers and animal care staff should work in pairs to better monitor the animal while providing the necessary care including feeding, walking, exercising, etc. Procedures should be developed at each facility to safely capture animals that escape their enclosure. To assist planners guidelines for the safe handling of animals that may be stressed due to the incident are provided within the planning toolkit.

Safe Animal Handling Guidelines

4.6.6 Animal Medical Care

If the emergency creates a mass casualty incident, a treatment-versus-euthanasia standard should be developed just-in-time and implemented.

Upon arrival, all animals should be evaluated by a veterinarian or triaged by technicians according to a set of priorities, and then evaluated further by a veterinarian as needed or at the shelter level.

Sick or injured animals will arrive at the RHRC needing care. The nature of the emergency may increase the needs of animals. Depending on the size and resources of the RHRC, normal veterinary operations may be possible or a triage system put in place. If normal standards of care for animals are not possible, at a minimum the goal should be to alleviate pain until proper care is possible, minimize additional injury, and prevent spread of disease to humans or other animals.

Where possible, plans should include a licensed veterinary professional(s) who can be present in the RHRC at all times, given that registrations of animals will occur on a 24-hour basis until all evacuees and animals have been processed. Depending on staff availability, a back-up plan might include veterinary staff on-call. Animal first aid and medical care services should be provided within the medical care station. Treatment within the RHRC will depend on the veterinary staff capabilities and RHRC capacity for treatment. Contingent advanced veterinary care should also be addressed in RHRC plans.

When ongoing medical support is required for chronic needs (e.g., maintenance medications), the on-site veterinarian will decide on the support provided. Pet owners are expected to provide the first line of care for their animals, including administration of medication.

4.6.7 Infection Control

Infection prevention and control strategies are critical to identifying potentially infectious or acutely ill animals and preventing spread of disease within the RHRC. Universal precautions and safeguards

regarding animal substance isolation should be in place. Animals with a communicable disease such as a Bordetella infection (Kennel Cough) that can spread quickly in a kennel setting, or animals requiring acute medical care should be transferred to an existing healthcare facility as soon as feasible, or effectively treated on-site (including isolation if possible). Cats, dogs, and rabbits can carry Bordetella; small mammals such as guinea pigs should be housed separately to avoid contracting Bordetella infections. If circumstances will not permit transfer of potentially contagious animals off site, RHRC staff must implement infection prevention and control intervention measures such as quarantine or isolation to decrease the risk of disease spread within the RHRC.

Cleaning and disinfection procedures should be strictly followed to decontaminate reusable medical equipment, cages, bedding, and other RHRC supplies with which multiple animals may come in contact. If possible, disposable materials should be used—disposable food and water containers, cage liners, and consumable medical equipment—and then disposed of after use on each animal. Jurisdictions should refer to local animal shelter guidelines and established best practices when developing procedures for the RHRC.

RHRC management can protect the health and safety of its workforce and prevent cross-contamination between animals by providing appropriate personal protective equipment to RHRC staff.

A jurisdiction should establish procedures for infection control within RHRC facilities, considering the following:

- Staff should be trained to wash their hands after touching each animal or its cage, and before moving on to other animals or tasks.
- Gloves should be worn when cleaning and disinfecting cages and other dirty products, and when preparing food or water bowls for placement.
- Animal wastes should be removed and properly disposed of regularly.
- Cages should be cleaned daily.
- Disinfection products should be diluted according to label instructions: solutions too weak or dilute may not properly kill germs that should lead to spread of disease, and solutions too strong or concentrated may lead to illness or cause toxic effects on the animals.
- Animals with serious infectious illness should be isolated, and personnel should not handle other animals after handling these sick animals without proper hand washing.
- Personnel should minimize the number of species handled per shift, as each may carry diseases that may be spread to other animals or other species.

4.6.8 Pest Management

Similar to infection prevention and control, pest management strategies are critical within an emergency shelter kennel setting to prevent and control spread of pests such as fleas within the animal portion of the RHRC. An uncontrolled outbreak could spread into the general RHRC and affect the efficiency of operations. Fleas can transmit diseases such as cat-scratch fever, typhus, and plague, and parasites such as tape worms can be passed to other animals and humans during an uncontrolled flea

outbreak. Rodents may also be of concern given the nature of the operations. Rodents may serve as a vector for a host of diseases to both animals and humans. SOPs and/or a pest management strategy should be developed as part of the planning process, and implemented prior to RHRC activation. Indoor and outdoor areas of the facility should be treated before and after operations to mitigate potential outbreaks. Jurisdictions may wish to consider implementing protocols to provide topical treatments to all animals entering the RHRC to further decrease risk of flea outbreaks.

4.6.9 Decompensating Animals

Decompensation refers to medical and/or psychological complications that result in a downturn in health. Pre-existing conditions, both physical and psychological, are frequently exacerbated during times of extreme stress. Previously healthy animals may decompensate and develop new medical or mental health needs.

RHRC staff should be aware of the potential for an animal to decompensate at any point during the operation of the RHRC. RHRC staff should watch animals for signs of decompensating including loss of appetite, becoming withdrawn, or signs of aggression or stress. Animals identified should be evaluated by veterinary staff, and any additional care coordinated with the Animal Care Coordinator.

4.6.10 Transportation

Transportation is an essential component of the overall RHRC planning process, and transport of pets must be a part of that process—including transportation of animals from an EAP to an RHRC and from an RHRC to other end-point shelters. Planners should engage animal control experts in finding the best solution to meet the needs of the jurisdiction. Separate evacuation vehicles outfitted to hold and transport animals in a secure, ventilated, and climate-controlled environment are necessary, but the method of transportation will be up to each jurisdiction. Additional specialized transportation may be necessary for animals that require advanced treatment at an off-site veterinary hospital.

Transportation Registration Form Truck Manifest

4.6.11 Facility Deactivation

Following the decision to demobilize personnel and resources and close an RHRC, procedures are necessary to care for animals not claimed from the RHRC or transported to another shelter. Every attempt should be made to reunite animals with their owners. Animals under care of the RHRC veterinary staff following facility deactivation should be transferred to the appropriate facility for continued care and support.

4.7 Staffing

The care (feeding, watering, exercising) of pets in the RHRC may be the responsibility of pet owners while they are in the RHRC if the pet portion of the RHRC is within or near the RHRC facility; if RHRC personnel must perform this function, addition animal care staff may be necessary. Pet staffing will operate the pet section of the RHRC, ensuring registration, coordination, care, and temporary housing of pets within the RHRC. The RHRC pet services positions fall within the Operations Section of the overall facility organization. Depending on where the pet section of the RHRC is located, additional positions may be necessary. For instance, if the pet portion of the RHRC is located in a separate facility, additional management, safety, and public information staff may be needed to support the animal facility's needs.

RHRCs should be operated in accordance with the principles found within the National Incident Management System and the incident command system (ICS). The use of this management structure will allow for a scalable approach to shelter management that fits within the regional management structure. Using the ICS organization structure ensures a clear chain of command within the RHRC and provides flexibility in scaling the organization to match the capacity of the RHRC.

Operational functional areas for staffing are listed in Table 3. These are functions that may be considered for positions or units within an organization structure or these may be combined and filled as necessary. These functional areas should be considered when activating the RHRC; however, the specific needs of the jurisdiction hosting the RHRC and the unique needs of the incident will greatly influence the positions, staffing requirements, and structure.

Specific job action sheets have been provided within the RASP planning toolkit based on the above functional areas. These job action sheets may be amended or combined as needed. Based on the needs of the RHRC facility following an incident, positions should be activated or deactivated according to NIMS. Additional positions may be added as the situation demands such as expansion of the Pet Care function to include small animal and large animal care coordinators or species specific units, etc. A sample animal services branch within the RHRC is shown in Figure 5.

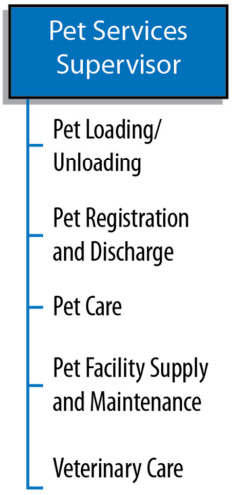
Animal Services Job Action Sheets

Table 3. RHRC Functional Areas

Function	Description
Pet Services	• Responsible for ensuring coordination of all pet and service animal services provided at or in conjunction with the incident facility including staff mobilization, setup, resource needs, and demobilization of the pet facility. • Reports to the Operations Section Chief.
Pet Loading and Unloading	• Arranges for animals to be transported to outside animal clinics or shelters for emergency services, isolation/quarantine, as planned and necessary. • Oversees loading and unloading of animals by mass transportation at the incident facility to ensure proper cage placement and handling occurs according to protocol. • Signs all manifests related to animal transport to ensure the correct animals are sent to the correct place. • As loading/unloading needs become greater than registration needs, staff members who support registration can transfer to support loading/unloading functions. Conversely, loading/unloading staff can support registration functions when that need is greater. • Additional pet loading/unloading staff may be activated as needed.
Pet Registration and Discharge	• Coordinates intake of animals into the animal services facilities. • Registers animals via NMETS as they enter the incident facility with their owners. • Registers unaccompanied or rescued animal brought in. • Ensures owners fill out all necessary intake and registration forms. • Oversees the banding of animals with unique identification number. • When registration needs are greater than export needs, staff members who support export can transfer to support registration functions. Conversely, registration staff can support export functions when that need is greater. • Coordinates release of animals to the end-point shelter facilities and reunification with their owners. • Oversee the return of animals to their owners as they are departing from the incident facility. • Additional registration staff may be activated as necessary.
Pet Care	• Has overall responsibility for the care of the pets and service animals housed in the incident facility. • Works with pets while they are in the incident facility and ensures that pets are appropriately restrained and placed in cages. • Organizes the kennel arrangement for efficient management and tracking of pets • Coordinates with pet owners regarding access to pets for feeding and exercising of pets. • Maintains the kennel areas, including feeding and exercise of the animals if the owners are unable or unavailable, and cleaning the kennel areas. • Supports needs of service animals present at the incident facility. • Pet Care Staff may be activated as necessary
Pet Facility Supply and Maintenance	• Has overall responsibility for care and maintenance of the kennel areas, storage, grooming, isolation, exercise, and cage washing areas of the incident facility. • Works with staff to ensure order of each of these areas. • Maintains inventory of supplies within the supply storage areas. • Reports to Pet Services Supervisor. • Pet Facility Staff may be activated as necessary

Function	Description
Veterinary Care	• Coordinates veterinary care for pets in need of medical attention. This includes administration of rabies vaccination to pets that do not have proof of vaccination, animal decontamination, triage, first aid, advanced veterinary procedures, isolation, and euthanasia if necessary. • More than one veterinary professional may be required to deal with injured or ill pets. • May include a veterinary care coordinator, veterinarian assistants/technicians, veterinary students, and other volunteers who can assist the veterinarian. • Sets up the triage area, hospital ward, isolation unit, and critical/special care units in the shelter. • Maintains inventory of all pharmaceuticals, supplies, and materials used for veterinary care. • Triages any emergencies and decide when a patient should be referred to a tertiary care facility. • Ensures accurate records are kept of all veterinary care given. • Schedules hours for vaccination clinics, hospital, and veterinary checks of units. • Schedules volunteer veterinarians to work and document hours worked. • A Heat/Cold Stress Monitoring Team may be necessary to identify and monitor animals in distress because of environmental conditions at the incident facility and added stresses placed on the animals due to transportation and sheltering. • USDA animal care staff may be available to assist.

Figure 5. Animal Services Command Structure



5.0 Emergency Animal Shelter Standard Operating Guidance

Local jurisdictions should plan to build or coordinate availability of shelter capacity to meet the requirements of this plan.

5.1 Mission

The mission of emergency animal shelters is to control and support humane shelter, care, and treatment of companion animals during an emergency situation.

5.2 Location and Type

Locate emergency animal shelters outside the disaster danger zone within an area with convenient transportation access for the dislocated population. Pet shelters can be located in any area with adequate space (indoors or outdoors) where human shelters would be located, with consideration of need for pet recreation and waste areas. Sites with existing perimeter fencing make it easier to contain and ensure security of pets. Planners should consider protection from the weather, including from heat and cold extremes, when selecting shelter locations.

Shelter Types

Pet Shelter – Co-located with Human Shelter: These shelters are located adjacent to or nearby a human shelter for pets accompanied by their owners, and coordinate management with the human shelter. They may have minimal staffing, with pet owners responsible for feeding and exercising their pets.

Pet Shelter – Standalone and Mega Shelters: These shelters may accommodate unaccompanied pets, including pets dropped off by their owners for later pickup, pets rescued during the disaster, and strays. Large shelters with capacities of 250 pets or more are generally termed Mega Shelters.

Pet Shelter of Opportunity (Ad Hoc): These could be any existing pet facility (animal shelter, kennel, animal hospital, etc.) that can temporarily expand capacity to accommodate displaced pets. Some facilities may contract directly with pet owners for boarding services; others may provide services under a memorandum of agreement (MOA) or contract with local government.

Large Animal (Livestock) Shelter: These shelters are typically operated by state and federal agricultural agencies at fairgrounds and in rural areas. These shelters will require large amounts of fenced space and pens, corrals, and barns.

Shelter Site Selection

The following potential shelter locations presented in Table 4 should be considered when selecting a site for a temporary shelter.

Table 4. Candidate Animal Shelter Locations[1]

Candidate Locations	Features and Limitations
Agriculture Center	These work best for livestock, but other animals can be housed at this type of facility.
Aquarium	This is not the most adaptable facility, but an aquarium may have some areas that could accommodate a number of animals.
Dog Park	This is a good possibility, as the park will already have an existing perimeter fence, and people in the neighboring community will be familiar with its location.
Dog Training Center	This is best suited for dogs, but other animals can be housed here if proper caging is used.
Existing Animal Shelter	This is, in most cases, the best possible location for a stand-alone shelter because the community already knows it exists. This reduces need for efforts to educate the public as to where they can take their animals. If the reputation of the shelter in the community is negative, some people may not want to take their animal to the shelter.
Fairgrounds	This is an excellent location. It is well adapted to house almost any kind of animal. The pens used to keep sheep or hogs can be reinforced to house dogs. The cages used to house rabbits and poultry can be used to house cats.
Field	An empty field can be adapted to house almost any kind of animal. It is best if the field has a sturdy perimeter fence to provide security and to prevent animals from escaping from the facility.
Golf Course	Usually, extra land is adjacent to a golf course, and could be used to set up a temporary shelter. A perimeter fence is often in place too. Be careful not to use the actual golf course, which might lead to damaging the grass.
Livestock Auction	An auction yard would probably not be where small animals would be housed, but it can work well for livestock.
Park	This type of location works as well as an empty field. Procedures may need to be established to prevent public park access from disrupting animal shelter operations. Public visibility may enhance recruiting efforts for shelter volunteers.
Pet Day Care Center	This type of facility may already be in use as a site for displaced animals, but if not, it could be utilized to house primarily dogs and some cats or other small caged animals.
Race Track	Due to existing temporary animal accommodations (horse stalls, dog kennels, etc.), controlled access, and likely utilities, these facilities are well suited for housing most types of animals.
School	Usually, grassy areas are present at a school that can be used, but because most schools conceivably would be utilized as human evacuation centers, space for animals may not be available. Some human evacuation shelters will be designated as "pet friendly" for co-located companion animal shelters.
Tennis Courts	Tennis courts, although typically completely enclosed with chain link fencing, should not generally be used unless measures are taken to prevent expected wear and tear on the court surface.
Warehouse	An empty warehouse can work very well, especially if rains are frequent during response to the disaster. If the warehouse lacks air conditioning, however, it can be extremely hot during the summer months. In winter, it can be extremely cold if there is no heat.

[1]Adapted from Noah's Wish 2006 and the Louisiana State Animal Response Team Household Pet Evacuation and Sheltering Manual 2010.

Shelter Locations

{Insert jurisdiction} uses a phased shelter opening process when an emergency threatens the community. Use a geographically tiered approach to effectively and efficiently manage disaster resources, and to keep pace with the public safety demand. As tier #1 is opened, tier #2 is placed on standby. The following tiers are opened as each tier begins to reach capacity. As shelters open or reach capacity, the most current information must be made available to the news media.

Animal emergency shelters are established at locations shown in Table 5.

Table 5. Local Animal Emergency Shelters

Tier No.	Shelter Name	Area	Capacity	Address	Type	Latitude/ Longitude

{Complete table with shelter information specific to jurisdiction}

5.3 Components

All shelters have similar components for effective operations. Shelter planners should take into consideration the criteria in Table 6 when selecting facilities for pet shelters and designing the shelter layout. Mega shelters may have rooms or buildings dedicated to certain components, while smaller shelters may have several components share the same area.

Table 6. Shelter Selection and Layout Considerations

Shelter Component	Criteria for Shelter Selection and Layout
Bathrooms	Purpose: The area is essential for human comfort. Location: There may already be bathrooms within the facility or on the property, but if these are not working or absent, port-a-johns must be ordered for the shelter. These should be placed in an area away from any type of food, volunteer rest or housing areas, and places where people are working.
Cage Cleaning	Purpose: This is the area where all portable cages are cleaned and disinfected. Location: This area should be close to the shelter and have access to water and a good drainage system.
Command Center	Purpose: This is the area where staff and coordinators manage the response to the disaster. Location: Secure area with no public access.
Communications	Purpose: This is where all types of communications are coordinated. This includes telephones (cell, land line, and satellite), ham radios, two-way handheld radios, emails, faxes, and printing of information flyers. Location: Secure area with no public access. Electricity or generator power is required.

Shelter Component	Criteria for Shelter Selection and Layout
Animal Temporary Morgue	Purpose: This is where dead animals are kept until they can be properly disposed of. Location: This area should be refrigerated or temperature controlled and must be in a secure part of the shelter away from public view, any food areas, the shelter, triage, quarantine, and other areas where people are working.
Dog Exercise and Walk Area	Purpose: This is the area where dogs are walked and exercised. Location: This area must be close to the shelter but away from any area where food is kept and people will be working.
Food Preparation for Animals	Purpose: This is where the food is prepared for the animals in the shelter. Location: This area should be close to the shelter and have access to water.
Animals Food Storage & Distribution	Purpose: This is where all the food needed to feed animals is stored and distributed. Location: This area should be near the General Information area so that the public has easy access to it.
Waste Disposal	Purpose: This is where all the waste collected from the different areas of the facility is kept until it can be picked up or taken to a proper disposal location. Location: This area must be in a secure part of the shelter away from public view, any food areas, the shelter, triage, quarantine, and other areas where people are working.
General Information	Purpose: This is where the public is given information to assist them in getting help for their animals. The following banners are hung in this area: ○ Adoption Information (if needed in a Response Shelter) ○ Animal Food and Supplies ○ Animal Intake Animal Reclaims (if needed in a Response Shelter) ○ Donations ○ Lost and Found Animal Information ○ Media Check-In ○ Rescue Requests ○ Veterinary Care ○ Volunteer Information ○ Language Translations Location: At the entrance to the facility, can serve as the control point for access to the rest of the shelter.
Generator	Purpose: Used to provide electricity to the shelter when power is not available. Location: Generators can be noisy so should be set up away from areas where animals are kept and people will be working. Outdoor approved power cords are used to get electricity into the areas where it is needed.
Grooming	Purpose: This area is set up to bathe animals that come into the shelter. Location: This area should be close to the kennel and have access to water.
Human First Aid	Purpose: This area is set up to care for minor injuries to anyone within the shelter. Location: This should be in a quiet section of the shelter with access to water and electricity.

Shelter Component	Criteria for Shelter Selection and Layout
Registration and Discharge	Purpose: This is where all animals coming into and leaving the shelter are processed. Location: This area should be close to the General Information area, as the public must be able to access it.
Kennels	Purpose: This is where all the evacuated animals are sheltered. Aisles between kennels should be at least 36 inches wide to allow for easy passage of animals and their handlers. Location: This area should be out of public view and with strict controls on access. It is important that people not freely roam through this area.
Lost and Found Animals	Purpose: This is where all information pertaining to lost and found animals is collected and where volunteers work to make matches. Location: This area should be close to the General Information area, as the public will need access to access it.
Parking	Purpose: The parking area is divided into three areas: • Public parking • Volunteer parking • Rescue vehicle parking Location: The public parking area should be located for convenient access to the shelter. The volunteer parking area may have to be off site, with shuttle service arranged between this area and the shelter. The rescue vehicle parking area must be in an area where the public and volunteers are not parking so that these vehicles are not blocked in or otherwise delayed in responding to an emergency call. This area should be clearly marked with signs and caution tape.
Quarantine	Purpose: This is where animals are sheltered who need to be isolated from the rest of the population for medical reasons, because they have bit someone, or because they have shown aggressive behavior. Location: This area must be out of public view, and control of access to this area is imperative at all times.
Security	Purpose: To assist in maintaining safety of the volunteers and animals at the shelter. Location: There is no set area for security. The people who support this part of the operation are mobile.
Staff & Volunteer Food & Rest Area	Purpose: This area is set up to provide staff and volunteers an area where they can eat and get some rest. Location: It should be a quiet section of the shelter with access to electricity and water.
Staff & Volunteer Housing	Purpose: This is where staff and volunteers unable to return home daily will sleep. Location: This area may be on or off site. If on site, it should be in the quietest part of the shelter.
Supply Storage & Distribution for Animals	Purpose: This is where all the supplies needed to care for animals are stored and distributed. Location: This area should be near the General Information area so that the public has easy access to it.

Shelter Component	Criteria for Shelter Selection and Layout
Triage	Purpose: This is where the medical condition of all incoming animals is assessed and treatment is provided. Location: This area should be close to Intake, with no public access.
Trained Volunteer Sign-In	Purpose: This is where volunteers sign in every time they come to the shelter to work. Location: Within an area with no public access.
Water Storage	Purpose: This is where water for drinking and cleaning is stored. Location: This area should be set up so that the water is not stored in direct sunlight when the weather is hot. If water is stored in direct sunlight, bacteria can grow in the water.

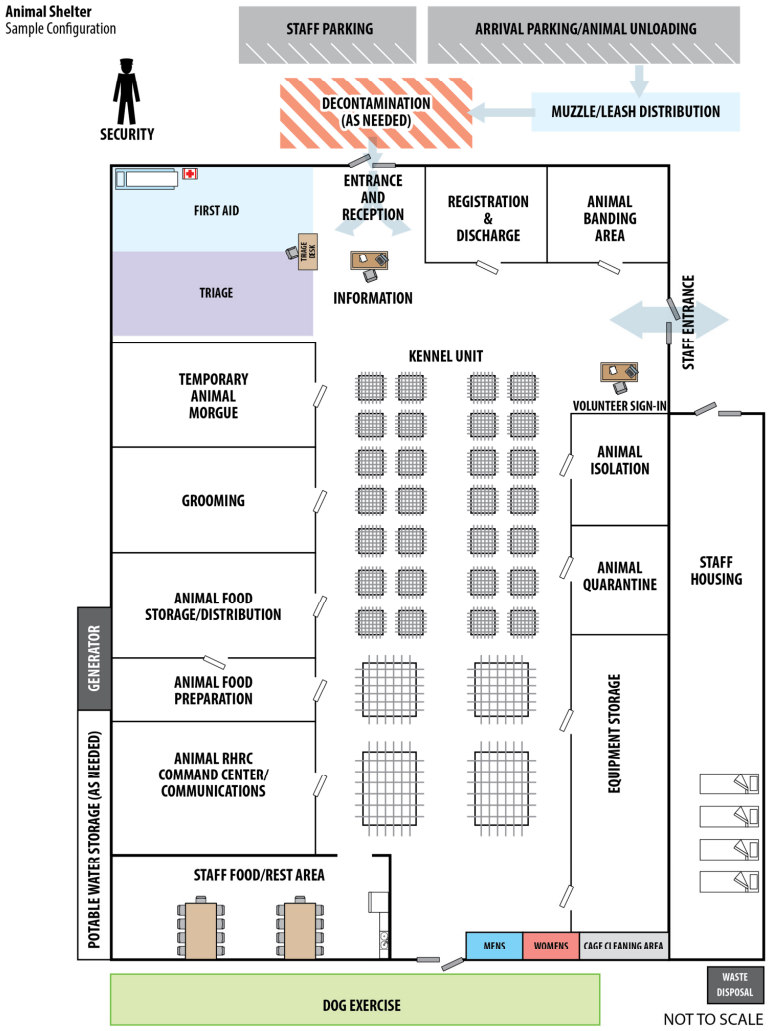
5.4 Proposed Layout

Planners should design the shelter and test its layout well before its intended use. Sample layouts for optimal flow are included in this section. Each selected site and facility will have site-specific constraints that affect design of a layout. Shelter capacity is a function of available space and access to utilities. Planners should select a site and adapt a layout to meet required shelter capacity.

5.4.1 Standard Shelter

The standard animal emergency shelter encompasses the components described in Section 5.3. It can be scaled and adapted to accommodate various capacities and may be co-located with a human mass care shelter, or established as a stand-alone shelter. Figure 6 illustrates a sample shelter layout.

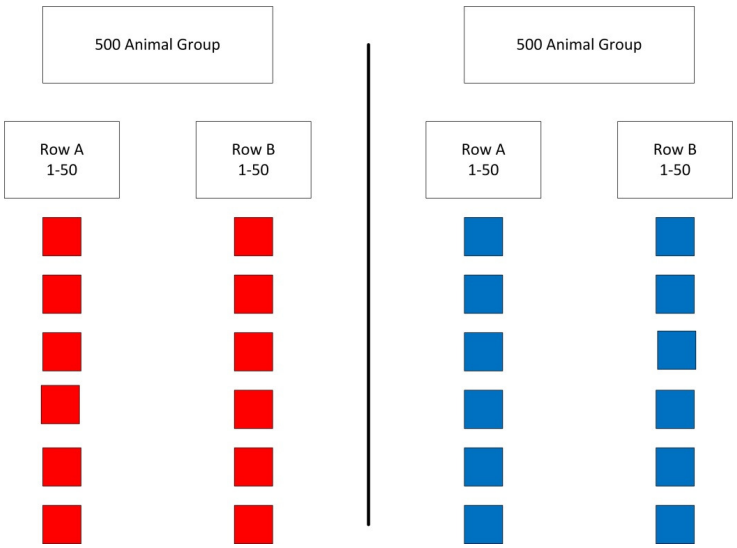
Figure 6. Sample Pet Shelter Layout



5.4.2 Mega-Shelter

A Mega-Shelter includes the same functions as a standard shelter in an expanded capacity. Each function may comprise a separate building or large area. The kennel area should be organized into multiple Animal Units to facilitate tracking and care of the animals. Figure 7 is one example of a mega-shelter kennel design.

Figure 7. Sample Mega-Shelter Kennel Design (Courtesy of LSART)



Kennel Layout

1. Pet Mega-Shelters will be divided into units of up to 500 animals. Each unit will be consistently color-coded, and owner wristbands and pet collar ID bands will correspond with that color.
2. Color codes may be assigned by animal origin (red = County X, blue = County Y, etc.) or other useful tracking feature as determined by the Shelter Manager.
3. Crates are placed in rows. Each row may have up to 50 crates.
4. Each row is designated with a letter (A,B,C…)
5. Each crate is designated with a number. The location for each crate is, for example, Red A-7.

5.5 Staffing

This section provides potential shelter organization and staffing models. The recommended shelter organization is based on NIMS principles as described in Section 5.5.1. The organization should be scaled commensurate with the size of the shelter. Kennel staffing planning factors are discussed in Section 5.5.2.

5.5.1 Shelter Organization

Shelters should be operated under overall oversight of the Local Animal Services Emergency Coordinator (LASEC) and in accordance with NIMS. The use of this management structure will allow for a scalable approach to shelter management that fits within the regional management structure.

Operational functional areas for staffing are listed in Table 7. These are functions that may be considered for positions or units within an organizational structure or these may be combined and filled as necessary. These functional areas should be considered when activating the shelter; however, the specific needs of the jurisdiction hosting the shelter and the unique needs of the incident will greatly influence the positions, staffing requirements, and structure.

This organization can be expanded or contracted to fit the capacity and function of the shelter. For example, with five 500-animal Kennel Units, the organization below can support 2,500 animals. Smaller 50-100 animal shelters would operate with a leaner organization. For example, a Shelter Manager, Operations Section Chief, and combined Logistics/Finance Section Chief might prove sufficient to direct and support the animal care, veterinary, and registration staff. In the case of an animal shelter co-located with a human mass care shelter, a single Kennel Operations Branch within the overall mass care shelter incident management team may be sufficient.

Table 7. Pet Shelter Functional Areas

Function	Description
Shelter Management	• Overall shelter opening, operations, and closure (Shelter Manager). • Obtain information from ESF 11 within the EOC or from the EOC Liaison. • Determine shelter daily objectives and general direction for managing the shelter. • Establish shelter priorities. • Submit Situation Reports (SitRep) as appropriate to the EOC and LASEC. • Ensure that all animals receive proper and timely care. • Ensure that adequate safety measures are in place. • Ensure planning meetings are scheduled as needed. • Approve requests for additional resources and release of resources. • Coordinate with LASEC, EOC ESF 11, and Incident Command. • Direct closure of shelter and return transport of pets.
Public Information	• Direct all communications to the public and media from the shelter management team. • Stay apprised of current and planned operations. • Communicate with the ESF 11 PIO at EOC and the incident Joint Information Center (JIC) to coordinate internal and public messaging. • Coordinate messaging from all nongovernmental organizations (NGO) operating within the shelter, and monitor NGO public messaging to ensure it is accurate and consistent with shelter messaging. • Provide information to pet owners and human shelter workers as conditions change. • Provide recommended talking points to the shelter manager and ESF 11 coordinator. • Reports to the Shelter Manager.
Safety	• Ensure the safety of all people and animals at the shelter. • Identify, designate, and prominently mark all fire exits, first aid stations for humans and pets, water stations, rest rooms, handicap-accessible areas, and potential risk areas within the facility (high voltage, etc.). • Monitor safety of animal holding areas and public areas. • Encourage safe animal handling practices and require reporting of all bites, scratches, and other injuries. Log all injuries and report animal bites to appropriate authorities. • Encourage shelter workers to maintain proper hydration, food intake, and rest. • Ensure that adequate supplies of drinking water are available at all times. • Request inspection of facility from local fire department to ensure code requirements are met. • Reports to the Shelter Manager.
Logistics	• Responsible for overall logistical support of the animal shelter (Logistics Section Chief). • Coordinate with the logistics section for ESF 11 within the EOC. • Evaluate the facility conditions designate areas of the shelter for various operations. • Direct initial facility setup and eventual demobilization. • Inventory, order, and stage supplies needed for operations. • Reports to the Shelter Manager.
Facilities Maintenance	• Overall responsibility for care and maintenance of the shelter including all human and kennel areas, storage, grooming, isolation, exercise, and cage washing areas. • Works with staff to ensure order of all shelter areas. • Supervises facilities setup and take-down. • Reports to the Logistics Section Chief.

Function	Description
Pet Loading and Unloading	• Arranges for animals to be transported to outside animal clinics or shelters for emergency services, isolation/quarantine, as planned and necessary. • Oversees loading and unloading of animals by mass transportation at the incident facility to ensure proper cage placement and handling occurs according to protocol. • Signs all manifests related to animal transport to ensure the correct animals are sent to the correct place. • As loading/unloading needs become greater than registration needs, staff members who support registration can transfer to support loading/unloading functions. Conversely, loading/unloading staff can support registration functions when that need is greater. • Additional pet loading/unloading staff may be activated as needed. • Reports to the Logistics Section Chief.
Supplies and Food	• Inventory, order, and stage supplies needed for operations. • Maintains inventory of supplies within the supply storage areas. • Arranges daily food deliveries for shelter staff. • Reports to the Logistics Section Chief.
Security	• Responsible for shelter security. • Moves about the facility as necessary to accomplish the function. • Coordinates incoming traffic for efficient flow. • Guards against loss of pets or critical equipment. • Coordinates with local law enforcement for additional security forces when needed. • Reports to the Logistics Section Chief.
Pet Services Operations	• Ensures coordination of all pet and service animal services at the shelter including intake and discharge, pet care and kennel management, and veterinary care. • Implements the daily Incident Action Plan for Operations. • Participates in the incident action planning process to ensure daily objectives and activities, facilities, and resources are adequate for the current and forecasted pet census. • Organizes pet services for efficient and effective delivery of care. • Reports to the Shelter Manager.
Pet Registration and Discharge	• Coordinates intake of animals into the animal services facilities. • Registers animals via NMETS as they enter the incident facility with their owners. Register unaccompanied or rescued animal brought in. • Ensures owner fill out all necessary intake and registration forms. • Oversees the banding of animals with unique identification number. • When registration needs are greater than export needs, staff members who support export can transfer to support registration functions. Conversely, registration staff can support export functions when that need is greater. • Additional registration staff may be activated as necessary. • Coordinates release of animals to the end-point shelter facilities/reunification with their owners. • Oversees the return of animals to their owners as they are departing from the incident facility.
Pet Care	• Responsible for the care of the pets and service animals housed in the incident facility (Pet Care Supervisor). • Ensures that pets are appropriately restrained and placed in cages. • Organizes the kennel arrangement and staffing for efficient management and tracking of pets. • Coordinates with pet owners regarding access to pets for feeding and exercising of pets. • Maintains the kennel areas, including feeding and exercise of the animals if the owners are unable or unavailable, and cleaning the kennel areas. • Supports needs of service animals present at the incident facility. • Reports to the Pet Services Supervisor. • Pet Care Staff may be activated as necessary.

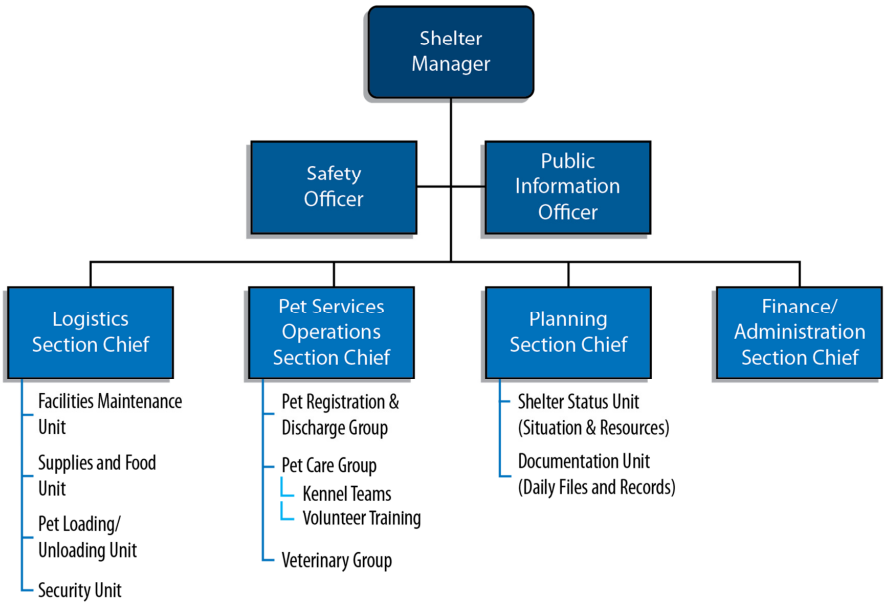
Function	Description
Kennel	• Pet care kennel teams are activated and assigned as needed. • Responsible for care, feeding, exercise, and cage cleaning of pets within their assigned kennel. • May coordinate with pet owners or provide direct pet care, depending upon shelter operations plan. • Reports to the Pet Care Supervisor.
Volunteer Training	• Responsible for coordinating training, scheduling, and assignment of volunteers. • Coordinates assignment and mentoring of volunteers with shelter leaders. • Reports to the Pet Care Supervisor
Veterinary Care	• Coordinate veterinary care for pets in need of medical attention. This includes administration of rabies vaccination to pets that do not have proof of vaccination, animal decontamination, triage, first aid, advanced veterinary procedures, isolation, and euthanasia if necessary. • More than one veterinary professional may be required to deal with injured or ill pets. • May include a veterinary care coordinator, veterinarian assistants/technicians, veterinary students, and other volunteers who can assist the veterinarian. • Set up the triage area, hospital ward, isolation unit, and critical/special care units in the shelter. • Maintain inventory of all pharmaceuticals, supplies, and materials used for veterinary care. • Triage any emergencies and decide when a patient should be referred to a tertiary care facility. • Ensure accurate records are kept of all veterinary care given. • Schedule hours for vaccination clinics, hospital, and veterinary checks of units. • Schedule volunteer veterinarians to work and document hours worked. • Note: A Heat/Cold Stress Monitoring Team may be necessary to identify and monitor animals in distress because of environmental conditions at the incident facility and added stresses placed on the animals due to transportation and sheltering. USDA animal care staff may be available to assist.
Planning	• Responsible for daily planning and reporting activities at the shelter (Planning Section Chief). • Coordinate daily section briefings and planning meetings. • Works with Shelter Operations and Shelter Logistics to develop an Incident Action Plan (IAP) for the next operational period (24 hours). • Develops shelter SitReps for the Shelter Manager to be sent to the EOC and LASEC. • Ensures that an animal census is taken during each operational period. • Ensures that a filing system for all documents and records is maintained. • Plans for facility and staff demobilization. • Reports to the Shelter Manager.
Shelter Status	• Assists with maintaining shelter situation (pet census) and resource (e.g., staff and equipment) status displays and reports. • Manages staff and volunteer sign-in. • Conducts daily animal census. • Assists with preparing daily Incident Action Plan and SitRep. • Reports to the Planning Section Chief.
Documentation	• Establishes and maintains shelter filing system. • Assists with keeping meeting notes. • Assists with disseminating Incident Action Plan and other shelter information materials. • Archives all records at conclusion of incident. • Reports to the Planning Section Chief.

Function	Description
Finance and Administration	• Responsible for monitoring and documenting costs and mutual aid response. • Maintain cost accounting for supplies and other materials procured before, during, and after the event. • Monitor staff and volunteer hours, meals, and lodging for potential reimbursement. • Monitor for shelter damages caused by the hazard, animal evacuees, shelter staff, and animal owners. • Submit financial summary to Shelter Manager at scheduled frequency. • Track mutual aid resource sharing between shelters. • Set up system to track monetary or other goods donations.* • Document and acknowledge donations with receipts and thank you notes • Reports to the Shelter Manager.

* Donation management may only be applicable for NGO-run facilities. Additional accounting and tracking may be necessary if other reimbursement is being sought for operational expenses incurred.

Using the ICS organization structure ensures a clear chain of command within the shelter and up to the local EOC and provides flexibility in scaling the organization to match the capacity of the shelter. The kennels within this model are organized into Animal Services Units under Operations. Each Kennel Unit may have a targeted capacity between 50 and 500 animals. Multiple Kennel Units can be included in a single shelter to expand capacity. Figure 8 depicts a sample shelter organization.

Figure 8. Sample Shelter Organization Chart



5.5.2 Kennel Staffing Factors

Standard planning factors have not yet been developed for staffing emergency animal shelters. However, the guidance in this section can assist planners in estimating kennel staffing requirements for their shelter. After developing a staffing plan for a kennel, the shelter team should test that staffing plan in exercises to refine their staffing requirements.

Intended kennel capacity drives overall shelter staffing levels. Animal care staff within the kennel units are the basic building block for operating the shelter. Animal care staff can include various combinations of animal care professionals, volunteers, and pet owners. Table 8 provides day shift estimates of various animal care tasks and suggests that one person can manage care for up to 10 animals if that person is responsible for all animal checks, feeding, cage cleaning, exercise, and associated recordkeeping and kennel unit daily maintenance.

Table 8. Estimated Day Work-shift for Kennel Care of 10 Animals[2]

Task	Time per animal	# Animals	Total Min.	Hrs per Day
Morning Feeding	3 min	10	30 min	0.5 hrs
Cage Cleaning	9 min	10	90 min	1.5 hrs
Morning Exercise	20 min	10	200 min	3.3 hrs
Afternoon Feeding	3 min	10	30 min	0.5 hrs
Afternoon Exercise	20 min	10	200 min	3.3 hrs
Direct Care Time				9.1 hrs
Breaks (meals/rest)			90 min	1.5 hrs
Facility duties (cleaning/organizing)			55 min	0.9 hrs
Recordkeeping			30 min	0.5 hrs
Shift change briefings			30 min	0.5 hrs
Indirect Care Time				3.4 hrs
Shift Total				**12.5 hrs**

Shelter planners should therefore consider staffing one animal care person for every ten animals in the kennel during the dayshift. If animals can be exercised as a group within the two 20-minute exercise periods, rather than individually, one animal care worker could theoretically manage as many as 34 animals within a 12-hour shift (though such a schedule might prove overly exhausting for both animal care worker and animals). Night shift staffing can be reduced to those sufficient for monitoring the animals for safety and security during sleeping hours. Consider assigning one supervisor for each 10-20 animal care workers.

If owners are providing basic pet care (feeding, cage cleaning, exercise), then the number of shelter-provided animal care workers can be decreased. A ratio of one animal care worker to 40-50 animals would likely prove sufficient to monitor overall animal care and coordinate with pet-owners.

5.6 Operations

Shelter operations include all activities associated with receiving and caring for evacuated animals. This section describes the shelter cycle of operations including activation, setup, animal decontamination, intake and registration, health and medical care, daily animal care and maintenance, and closing.

5.6.1 Shelter Operations Overview

Animal Emergency Shelters will be opened within 24-48 hours of an area evacuation order. ESF #11 and ESF #6 leaders should synchronize opening of animal emergency shelter with human mass care shelters.

[2] The National Animal Control Association estimates a per-animal formula of 9 minutes for cage cleaning and 6 minutes for feeding. See http://www.nacanet.org/kennelstaffing.html.

Shelter staff will need 8-24 hours from notification to assemble, set up the shelter, and prepare to receive incoming animals.

Shelter Assignment. For local emergencies, people with their pets may be sent directly to their closest local shelter. For catastrophic evacuations envisioned under this plan, people and their pets will be directed to RHRCs for further assignment and transportation to designated shelters. Shelter demand is anticipated to exceed local shelter availability and will require assignments to shelters in nearby receiving counties and states.

Shelter Cycle of Operations. Shelter managers will staff and set-up shelters prior to an ordered evacuation when warning time is sufficient (e.g., anticipated flood). For no-notice incidents, shelter managers will be activating shelters concurrently with the evacuation order and will report readiness to receive evacuees through ESF #11. Shelter managers should be prepared to operate their shelters for at least 14 days, and may be required to operate for weeks or months following catastrophic incidents.

Some Shelter Operators have found a 6:30am – 7:00pm (day shift) and 6:30pm – 7:00am (night shift) a convenient schedule to allow for a 30 minute shift change overlap.

Shelters typically operate using two 12-hour shifts, with lighter night shift staffing when animals are sleeping. A 30-minute shift overlap should be considered to allow for staff briefings. If staffing levels and operations permit, shelters can drop to three 8-hour shifts to reduce staff fatigue.

Day 1 of shelter operations is Intake Day. Animals may arrive with their owners, be transported separately and linked with their owners at arrival, or (as for temporarily orphaned animals and strays) be delivered by animal rescue teams. Depending upon the condition of arriving animals, the shelter may need to establish a triage station outside the shelter to direct the animals to decontamination, cleaning/grooming, immediate veterinary care, or to registration.

Following initial triage, animals and owners will be registered at the facility, and owners will complete check-in forms. If any animal has not already been assigned a Unique Animal Identification Number at the RHRC (using NMETS or alternate system), that animal will be assigned one at check-in. Each animal will also be given a color coded animal neckband, and the owner a corresponding color-coded wristband, signifying the location in the shelter where the animal will be housed.

If the shelter relies upon pet-owners to provide daily care and feeding of their animals, owners will be briefed on their daily schedule responsibilities and sign forms acknowledging their responsibilities. Then the owner and/or shelter staff begin daily care for their pets that includes feeding, walking, and cleaning up after them. Each day after the shelter phase begins; shelter staff should conduct a census of the animals.

Day 2 is Treatment Day. Animals will be treated for fleas with a topical or oral medication. If an owner does not have proof of rabies vaccination status, rabies vaccines will be administered. Distemper (DHLPP), Bordetella (kennel cough), and Feline Viral Rhinotracheitis (FVRCP) vaccines may also be

available. They will be administered by the Veterinarian in Charge or his/her designee. Documentation of all treatments will be recorded in the individual animal's Admission/Discharge Record. Admittance of new animals may also continue until shelter maximum capacity is reached.

By 7:00 a.m., a census of animals in the shelter will be completed. This can be accomplished by the overnight shift crew. The night shift can also prepare Daily Situation and Cost Summary Reports for submission through the designated chain to ESF #11.

Day 3 transitions to routine animal care operations that continue until the shelter is closed and demobilized. Each day a census is taken at 7:00 a.m., and each unit within the shelter sends a Unit SitRep to the Shelter Planning Chief. Each night a Shelter SitRep is sent to the EOC (ESF #11) and LASEC. The Shelter Manager may adjust shift times and staffing as conditions dictate.

Demobilization. The Shelter Team should begin planning for shelter takedown and demobilization well prior to the shelter closing date. Procedures must be coordinated for reuniting people and their pets, and for arranging fostering and adoption of orphaned pets, or transfer of these to local animal control facilities. Each shelter should submit a Final Disposition Report to ESF #11 and the LASEC, documenting who has assumed custody of each animal. Prior to dismissing shelter staff, the Shelter Manager should coordinate a staff debriefing and preparation of an After-Action Report (AAR) to document lessons learned for future events.

Table 9 summarizes the anticipated cycle of operations at a typical Animal Emergency Shelter. Shelter Managers will set their own daily schedules based on each shelter's specific needs and capabilities.

Table 9. Animal Emergency Shelter Operational Overview

Evacuation Period	Shelter Daily Operations (Day Shift 6:30am – 7:00pm; Night Shift 6:30pm – 7:00am)			Return Period	
Day 0 and earlier	Day 1	Day 2	Days 3 – *X*	Day *Y*	Day *Z*
Activation	Intake	Treatment	Daily Routine	Discharge	Demobilization
Day Shift ▪ Notification of staff ▪ Transport of supplies and equipment ▪ Inspection of facilities ▪ Staff check-in ▪ Shelter setup ▪ Inventory supplies & equipment ▪ Just-in-Time Training	**Day Shift** ▪ Incoming traffic management ▪ Animal unloading ▪ Decontamination (if needed) ▪ Registration ▪ Identification banding (if not done already) ▪ Kennel assignment ▪ Evening Feeding and Exercise ▪ Inventory supplies & equipment ▪ Complete daily logs/records	**Day Shift** ▪ Morning Feeding and Exercise ▪ Cage cleaning ▪ Intake continues (if needed) ▪ Flea Treatment ▪ Vaccinations ▪ Inventory supplies & equipment ▪ Evening Feeding and Exercise ▪ Complete daily logs/records	**Day Shift** ▪ Morning Feeding and Exercise ▪ Cage cleaning ▪ Shelter Manager inspections ▪ Veterinary checks ▪ Inventory supplies & equipment ▪ Resupply and restocking ▪ Evening Feeding and Exercise ▪ Complete daily logs/records	**Day Shift** ▪ Morning Feeding and Exercise ▪ Cage cleaning ▪ Outgoing traffic management ▪ Animal check-out ▪ Animal Loading ▪ Inventory supplies & equipment ▪ Complete daily logs/records	**Day Shift** ▪ Cage sanitation ▪ Packing of equipment and supplies ▪ Transport to storage ▪ Facility cleaning and sanitation ▪ Inspection of facilities ▪ Staff debrief ▪ Complete daily logs/records ▪ Staff check-out
Night Shift ▪ Continue setup, if needed ▪ Situation Report	**Night Shift** ▪ Kennel checks ▪ Daily census ▪ Situation Report ▪ Cost Report	**Night Shift** ▪ Kennel checks ▪ Daily census ▪ Situation Report ▪ Cost Report	**Night Shift** ▪ Kennel checks ▪ Daily census ▪ Situation Report ▪ Cost Report	**Night Shift** ▪ Final Animal Disposition Report ▪ Situation Report ▪ Cost Report	**Night Shift** ▪ Situation Report ▪ Cost Report ▪ After Action Report

5.6.2 Activation

During the planning process, the activation sequence for each animal emergency shelter within the jurisdiction should be developed. Number and locations of shelters to be activated are based upon the population to be evacuated. Activation guidance for evacuation is set forth in the *RCPT EAP Guidance – Section 5b*. Animal emergency shelter activation should be synchronized with RHRC and human shelter activation. If shelter equipment and supplies are not pre-staged at shelters, delivery must be timed to coincide with shelter staff arrival.

Shelter activations sequence is as follows *{jurisdiction to adapt as needed}:*

1. ESF #11 Lead informed of population evacuation order within region and is directed to open animal services shelters.
2. ESF #11 Lead and LASEC select shelters to be opened and notify Shelter Managers of planned shelter opening time.
3. Shelter Managers activate staff call-down trees.
4. Shelter Managers coordinate delivery of shelter equipment and supplies (if not pre-staged at shelter) to arrive with shelter teams.
5. Shelter Managers conduct initial check-in and situation in-briefing for all shelter staff.
6. Assign initial positions and set up shelter in accordance with pre-planned layout.
7. Conduct pre-operations briefing and update position assignments for anticipated shifts.
8. Conduct refresher and new staff training on procedures as time allows before shelter opens to the public.
9. Prepare to receive shelter occupants.
10. Open the shelter at the designated time.

5.6.3 Shelter Setup

Following activation, shelter professional and volunteer staff assemble at their designated shelter for in-processing and shelter setup. They will assemble shelter crates; organize bowls, food, potable water, and cleaning supplies; and prepare animal shelter registration materials as follows:

A. Building – prior to use of facility, check:
   1. Water and power
   2. Adequate lighting
   3. Ingress and egress through all doors
   4. Readily available fire extinguishers (tagged within the last 12 months)
   5. Functionality of restrooms
   6. Pet truck unloading and kennel staging area (for shelters receiving pet transport trucks)

B. Registration area:
   1. Locate near a strategic entry point for segregating “people” shelter from “pet” shelter.
   2. Triage animals and their owners; take picture of each animal and owner together if possible.

3. Owner is wrist banded to signify authorization into pet area; only one (1) wristband per family. Only one family member should be allowed into the dog or cat living quarters. That family member must be over {18} years of age. No one under {18} is allowed in the pet living quarters. Exceptions may be made for single-parent households.

C. Pet Housing Locations:
   1. Designate animal living quarters;
      a. Dog living quarters - ___*[insert location]*_____.
      b. Quarantine area for aggressive or loud dogs - ___*[insert location]* _____.
      c. Cat living quarters - ___*[insert location* _____.
      d. Quarantine area for aggressive cats – ___*[insert location]*_____.
      e. Bird living quarters - ___*[insert location]* _____.
      f. Other small animals (e.g., rabbits, rodents, turtles) ___*[insert location]*_.
   2. Designate Dog Walk Area and Cat Exercise Area.
   3. Isolate animals in heat or animals that show signs of aggression from the general population of animals.
   4. Focus on keeping animals facing away from each other.
   5. Monitor for aggressiveness and relocate as necessary.

D. Volunteer Registration Desk:
   1. Registration for volunteers willing to assist and support agencies and organizations with various tasks.
   2. Volunteers must be qualified by education and/or experience for duties they will perform.

E. Cleaning Operations:
   1. Surface areas will be disinfected and sanitized with a solution suitable for antibacterial/antiviral situations.
   2. Clorox cleanup wipes for hands of all involved or other appropriate hand sanitizer.
   3. Trash cans to handle animal waste with liner 3 mil thick or greater.
   4. Disposable cleaning cloths (or high-grade paper towels) for cleanup activities.

Incident Facility Animal Supplies Checklist

5.6.4 Decontamination

Following incidents involving a CBRN release, decontamination of people and animals is necessary before they can enter a shelter. This plan anticipates that the fire department/hazmat teams will conduct decontamination operations at the RHRC before animals arrive at a local shelter. **Do not allow contaminated people or animals to enter the shelter.**

Signs and Symptoms of CBRN Exposure

Animal services personnel should be alert to signs and symptoms of potential chemical, biological, or radiological exposure. All people and animals exposed to CBRN agents are assumed contaminated until they are assessed and decontaminated. The symptoms described below in Table 10 are for human exposure; depending upon the CBRN agent, animals may display similar symptoms.

Table 10. Signs and Symptoms of CBRN Incidents

Chemical Incident	
Signs	Unusual liquid sprays or vapors, oily droplets on surfaces or clothing, dead insects and animals, low-lying clouds or fog unrelated to weather, unusual odors. Chemical agents are generally liquid but can be aerosolized.
Symptoms	Rapid onset (minutes to hours) of symptoms such as tearing, runny nose, nausea, difficulty breathing, seizure, and other patterns of illness inconsistent with a natural disease.
Biological Incident	
Signs	Abandoned spray devices, unusual spraying with people wearing breathing protection, unusual numbers of sick or dying people or animals. Biological agents have no odor or color and can be in liquid or powder form.
Symptoms	Gradual onset of symptoms (hours to days) of symptoms such as fever, chills, fatigue, coughing, and other non-specific symptoms.
Radiological Incident	
Signs	Any heat-emitting or glowing material should be noted, but special equipment is needed to detect radioactivity. Radiation is odorless and invisible.
Symptoms	Onset of symptoms, if any, may take weeks, days, or longer. Symptoms include nausea, vomiting, diarrhea, redness of skin, blistering, fatigue, hair loss, and other illness.
Nuclear Incident	
Signs	Blast with intense light and heat and a damaging pressure wave.
Symptoms	Onset of symptoms may be immediate or be delayed (as radiological) depending upon radiation dose received. Symptoms include nausea, vomiting, diarrhea, redness of skin, blistering, fatigue, hair loss, and other illness.

*Adapted from United States Department of State, *Responding to a CBRN Threat… Are You Ready?*

Procedures for Suspected Contamination

1. Contact the local fire department or EOC for assistance.
2. Unless outfitted with appropriate personal protective equipment (respirators, protective clothing, monitoring devices, etc.), do not approach people or animals with suspected chemical, biological, or radiological contamination.
3. Direct contaminated people and animals to an isolation area outside, downwind, and away from the general shelter population.

4. Designated hazmat response teams will assess and decontaminate the animals prior to entry into the shelter.
5. In cases of residual contamination that is not of immediate threat to human health, local hazmat teams may provide instructions to animal services personnel for cleaning residual contamination and disposing of contaminated waste.

5.6.5 Intake and Registration

Assuming that a formal intake and registration did not occur at the EAP, this will be necessary upon entrance into the shelter. Animal intake and registration includes: (1) registration into NMETS, (2) owner consent to provide services to animal and leave it at the facility, (3) collection of information regarding the animal needed to provide care and support, and (4) a photo of the animal (with the owner if possible) to expedite reunification. Collection of certain vital information will assist personnel to identify the animal, verify the connection with the owner, and begin tracking its physical and medical progress through the facility and any other facility as part of the evacuation and shelter process. Animal owners will need to register their pets before registering themselves so that animals are quickly entered into the system, banded, and crated. Note: The registration process should never hold up emergency care needs of an animal. If an animal appears to require veterinary attention at registration, the animal care coordinator or veterinarian should be immediately contacted to assess the animal.

NMETS

NMETS is the regional standard for evacuee tracking and should be utilized at each shelter. The majority of animals will likely already have been entered into NMETS if they went through the RHRC process. However, some resources should be available to register animals into the system at the shelter level. Additionally, pets that have already been registered into NMETS will need to be scanned in at the shelter to track their movement and ensure reunification.

Photo Identification

Also during registration, a photo should be taken of the pet with the owner (if possible) to be stored electronically, and placed on necessary forms and on the animal's cage. NMETS does not currently have the storage capacity to store photo files with the entry. However, photo locations may be entered into NMETS if the photos are stored on a server that can be accessed.

Animal Intake

In addition to the standard registration form for entrance and tracking at the RHRC, an animal intake form should be developed and completed during the registration process. The intake form should include the following fields:

- Registration number
- Breed, sex, color, unique marks/general description
- Animal name, owner name, address, contact phone numbers

- Owner's RHRC registration (NMETS) number
- Other persons authorized to claim or care for animal
- Medical history
- Medications.

	Sample NMETS Registration Form Sample Animal Admission/Discharge Form Sample Medical Information Form	Pet Owner Rules and Sheltering Agreement Sample Cage Card	Sample Rabies Vaccination Needed Form

Intake also allows personnel to note any behavioral or other issues that may influence where an animal is housed or processed. If possible, veterinarians or veterinary personnel should be on hand to conduct assessments or triage of animals. Alternatively, animals can be sent for a veterinary examination following the registration process.

Banding/ Kennel Assignment

Following registration and assignment of the unique NMETS identification number, this ID number should be securely affixed to the animal via a tab-band collar or by some other means to reduce the likelihood that animals are misplaced or otherwise associated with the incorrect forms/ID number. As a backup, the animal's file and identification care/ID number should be kept on its cage at all times. Kennel assignment should be based on the following:

- Species
- Entrance time or destination
- Illness/medical conditions
- Stress/fear/aggression issues
- Other conditions such as pregnancy, nursing animals, or geriatric animals.

Previously Registered Animals

In the event that entering animals were registered at the EAP or have been transferred to the RHRC from another location where they were registered, the owner or handler should accompany the animal into the facility where its NMETS ID can be entered and tracked at the RHRC. Intake personnel should check its forms for medical conditions or conduct an assessment of the animal to determine where it should be assigned within the RHRC.

5.6.6 Animal Medical Care

Upon arrival, all animals should be evaluated by a veterinarian or triaged by technicians according to a set of priorities, and then evaluated further by a veterinarian as needed or at the shelter level.

Sick or injured animals will inevitably arrive at the shelter needing care. The nature of the emergency may increase the needs of animals. Depending on the size and resources of the shelter, normal veterinary operations may be possible or a triage system put in place. If normal standards of care for animals are not possible, at a minimum the goal should be to alleviate pain until proper care is possible, minimize additional injury, and prevent spread of disease to humans or other animals.

If the emergency creates a mass casualty incident, a treatment-versus-euthanasia standard should be developed just-in-time and implemented.

Where possible, plans should include a licensed veterinary professional(s) who can be present in the shelter at all times, because registrations of animals will occur on a 24-hour basis until all evacuees and animals have been processed. Depending on staff availability, a backup plan might include having veterinary staff on call. In general, animal first aid and medical care services should be provided within the medical care station. Treatment within the RHRC will depend on the veterinary staff capabilities and RHRC capacity for treatment. Contingency advanced veterinary care should also be covered in RHRC plans.

When ongoing medical support is required for chronic needs—maintenance medications, for example—the on-site veterinarian will decide on the support provided. Pet owners are expected to provide the first line of care for their animals, including administration of medication.

5.6.7 Infection Control

Infection prevention and control strategies are critical to identifying potentially infectious or acutely ill animals and preventing spread of disease within the RHRC. Universal precautions and animal substance isolation precautions should be utilized. Animals with a communicable disease such as a Bordetella infection (Kennel Cough) that can spread quickly in a kennel setting, or animals requiring acute medical care should be transferred to an existing healthcare facility as soon as feasible or effectively treated on-site (including isolation if possible). Cats, dogs, and rabbits can carry Bordetella; small mammals such as guinea pigs should be housed separately to avoid contracting Bordetella infections. In situations of inability to transfer potentially contagious animals off site, RHRC staff must implement infection prevention and control intervention measures such as quarantine or isolation to decrease the risk of disease spread within the RHRC.

Cleaning and disinfection procedures should be strictly followed to decontaminate reusable medical equipment, cages, bedding, and other RHRC supplies with which multiple animals may come in contact. Where possible, disposable materials should be used—for instance food and water containers, cage liners, and consumable medical equipment—and then disposed of after each animal use. Jurisdictions

should refer to local animal shelter guidelines and established best practices when establishing procedures for the shelter.

Shelter management can protect the health and safety of its workforce and prevent cross-contamination between animals by providing appropriate personal protective equipment to RHRC staff.

Jurisdictions should include specific procedures for infection control within RHRC facilities, but the following should be considered:

- Staff should be trained to wash their hands after touching each animal or its cage and before moving onto other animals or tasks.
- Gloves should be worn when cleaning and disinfecting cages and other dirty products, and when preparing food or water bowls for placement.
- Animal wastes should be removed and properly disposed of regularly.
- Cages should be cleaned daily.
- Disinfecting products should be diluted according to label instructions as weaker (more dilute) solutions may not properly kill germs that should lead to spread of disease. Solutions too strong (too concentrated) may lead to illness or cause toxic effects on the animals.
- Animals with serious infectious illness should be isolated, and personnel should not handle other animals after handling these sick animals. In general, handlers should not handle a variety of species during the same shift as they each may carry diseases.

5.6.8 Pest Management

Similar to infection prevention and control, pest management strategies are critical within an emergency shelter kennel setting to prevent and control spread of pests such as fleas within the animal portion of the shelter. An uncontrolled outbreak could spread into the general RHRC and affect efficiency of operations. Fleas can transmit diseases such as cat-scratch fever, typhus, and plague, and can pass on parasites such as tape worms to other animals and humans during an uncontrolled flea outbreak. Rodents may also be of concern given the nature of the operations. Rodents may serve as a vector for a host of diseases to both animals and humans. SOPs and/or a pest management strategy should be developed as part of the planning process and implemented prior to RHRC activation. Indoor and outdoor areas of the facility should be treated before and after operations to mitigate potential outbreaks. Jurisdictions may wish to consider implementing protocols to provide topical treatments to all animal entering the shelter to further decrease the risk of flea outbreaks.

5.6.9 Decompensating Animals

Decompensation refers to medical and/or psychological complications that result in a downturn in health. Pre-existing conditions, both physical and psychological, are frequently exacerbated during times of extreme stress. Previously healthy animals may decompensate and develop new medical or mental health needs.

Shelter staff should be aware of the potential for an animal to decompensate at any point during the operation of the shelter. Shelter staff should watch animals for signs of decompensation including loss of appetite, withdrawal, or aggression or stress. Animals identified should be evaluated by veterinary staff, and any additional care should be coordinated with the Operations Section Chief or applicable Animal Unit Leader.

5.6.10 Daily Care and Maintenance at the Shelter

Feeding

Feeding will be conducted by the owner (or by designated shelter staff for facilities without owner access) by 10:30 a.m. and by 6:00 p.m. The Daily Animal Care sheet for the animal will be marked to indicate if the animal ate and drank, urinated, and/or defecated. If the pet is not cared for, shelter team members will care for the pet, report the lack of care to the Unit Leader, and write this in the medical notes section of the Daily Animal Care sheet. The Unit Leader will be responsible for contacting the owner. All attempts to contact the owner will be noted in the medical notes section of the Daily Animal Care sheet. If owner neglect happens 48 hours consecutively, the Shelter Manager should consult with ESF #11 regarding procedures for declaring a pet abandoned.

Water

The animals will be offered fresh water at least daily by 10:30 a.m. The bowl must be cleaned and sanitized each day.

Walking/Exercise

The dogs should be walked at least twice each day. The shelter will have designated walking areas. Plastic bags will be available for each walker to pick up feces and put in a trash receptacle. The Daily Animal Care sheet will be marked to indicate walking time, urination, and defecation (including quantity and quality).

Kennel Cleaning

Kennels will be cleaned twice daily before 10:30 a.m. and 6:00 p.m. (minimum). If the cage needs cleaning between these times, the shelter worker must first contact the Unit Leader to remove any animal from its cage.

Aggressive Animals

Aggressive animals will be housed in an area separated from the regular population within each Animal Unit population. Only trained volunteers or owners are allowed to handle them. If these animals (or any animal) are considered by the Unit Leader to be handled unsafely or in an unhealthy manner, the Unit Leader should contact the Operations Chief and corrective action will be taken. The Operations Chief and Shelter Manager will determine that action.

Fearful Animals

Only owners or trained volunteers with approval from Unit Leaders are allowed to handle fearful animals. If these animals (or any animal) are considered by the Unit Leader to be handled unsafely or in an unhealthy manner, corrective action will be taken. The Operations Chief and Shelter Manager will determine that action.

Animal Bites

Animal bites must be reported to the Animal Control Officer on duty immediately. This includes every point along the route to the shelter and in the shelter. Follow procedures in the Animal Bite Protocol, post an Animal Bite sign on the cage/transport carrier, and document the event using a Bite Record form.

	Sample Animal Bite Protocol	Sample Animal Bite Cage Sign	Sample Animal Bite Record Form

Waste Disposal

The animal waste area will be designated. It should be clearly marked and have plastic bags and garbage cans readily available. If shavings or sawdust are used, fresh shavings and a scoop should be available. Owners (or designated staff in shelters without owner access) are responsible for walking their dog(s), ensuring they urinate and/or defecate, and noting all duties, documenting these on the Daily Animal Care sheet. Stool must be picked up with the plastic bags and discarded in the trashcans. The potty area should be a small area covered with a plastic sheet that has shavings covering it. For ease of use and cleanup, the sheet can be folded and discarded daily or twice daily as needed.

5.6.11 Shelter Deactivation

The local Emergency Management Director, in consultation with State/Regional Emergency Management officials, will determine when shelters are to close. Staff and equipment should be demobilized as part of the process. As part of the deactivation procedures the facility should be returned to the condition it was in prior to the incident.

Discharge from the Shelter/Reunification. This process begins when ESF #11 has been notified by the local Emergency Management Director that the situation is safe for people to return home. Discharge from the emergency animal shelter should be done according to guidance outlined in Section 7.4 below.

Some owners and their pets may require transportation assistance in returning home for themselves and/or their pet. Owners should complete a Transportation Registration Form for loading into pet trucks. Shelter staff will coordinate transportation through ESF #11 transportation.

Transportation Registration Form Truck Manifest

The following steps should be considered for animal transportation following shelter deactivation:

1. Retrieve Daily Animal Care sheet from cage and file with other shelter forms in discharge binder.
2. Ensure owner has cleaned out cage and removed personal items from cage.
3. Have owner sign out the pet on the utilizing a standard form.
4. Staple Daily Animal Care sheet to Admission/Discharge Form and file in alphabetical order in Discharged notebook
5. A new Transportation Registration Form will be required for the return transportation cycle for each pet traveling on pet transport. Please be sure the destination is accurate.
6. Shelter teams assist in loading animals into transport crates and on to transport vehicle.
7. Pet export team fills out truck manifest, verifies that all crate doors are secure as pets are loaded, and ensures that no exotic pets are put on refrigerated trucks.
8. The pet export unit leader should check that every pet in truck is listed on truck manifest, appropriately secured in the vehicle, and make sure that driver is aware of any necessary provisions such as stopping to provide animals with water at a regular interval or ventilation of the vehicle to provide the animals with fresh air.
9. Contact information should be listed on the truck manifest so the driver can phone if questions arise, and then call the LASEC of the receiving jurisdiction to notify the LASEC that the truck has left the shelter.
10. Each receiving jurisdiction should have its LASEC or other pet export personnel present at the receiving point to assist in the return process.

Transportation of Unclaimed Pets. The transportation process for unclaimed pets is similar to that for claimed pets, except that:

1. The Shelter Team will coordinate through ESF #11 with a receiving animal care facility.
2. The Truck Manifest will serve as the document for transferring custody of animals from one facility to another. A separate manifest must be prepared for each receiving facility if the truck will be making multiple deliveries in a single trip.
3. A copy of the Admission/Discharge Form for each transferred animal, along with record of animal care, should be delivered to the receiving facility.

Shelter Takedown and Sanitation. Once all pets have been reclaimed by their owners or transferred to another facility, the Shelter Team can commence takedown operations. All cages/transport carriers should be cleaned and sanitized for storage. Equipment and supplies should be re-packed for transport and storage. Perishable supplies should be reviewed for expiration dates and, if appropriate, donated to other animal shelters.

Reports. Prior to discharging shelter staff, the Shelter Manager should ensure that all documentation has been collected and archived and final reports completed for submission to ESF #11. Reports to be completed include:

- Final SitRep – indicating time of shelter closure and summary of animal disposition
- Final Disposition Report – detailed list of disposition of each animal sheltered (claimed and returned to owner, transferred to another shelter facility, transferred to fostering or adopting facility or family, or deceased)
- Final Cost Report – compilation of all costs incurred to date in format specified by ESF #11
- After Action Report – summary of incident operations and lessons learned for improvements in future operations.

6.0 Coordination with Emergency Support Functions

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 fully outlined in RASP Part II, 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.

7.0 Information Management

Incident action planning and situational reporting is crucial for communicating with responders, staff, and decision makers, as well as contributing to increasing efficiency of incident management. Each jurisdiction must comply with the standardized regional or state requirements or policies to ensure all necessary information is captured and communicated. Overall regional coordination is outlined in the *IL-IN-WI CSA Regional Incident Coordination Plan (RCICP)* and its annexes.

Within co-located facilities, the planning section may be filled by the Incident Management Team (IMT) for the overall facility, but the animal services branch of the facility operations will be required to fill out necessary documentation to compile the operational Incident Action Plan (IAP) and the facility SitRep. Alternatively, the animal services branch may designate staff to be part of the overall planning section for the facility.

7.1 Incident Documentation

Standard ICS forms should be utilized for incident documentation. This will assist in development of IAPs, communication of incident daily objectives and tactics, resource ordering and management, and compilation of cost of potential reimbursement. Additionally, use of ICS forms will promote consistency in management and documentation according to NIMS. Responding personnel and users of the forms should familiarize themselves with the standard forms that will be used for any potential incident. A general description of each ICS form's purpose and instructions is provided to ensure clarity for those unfamiliar with the forms. Sample forms that should be included within the IAP during a response are provided as part of the toolkit for this RASP. The most recent versions of the forms are also available for download from the FEMA online resource center at http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm.

Any forms or documentation may be completed electronically or via paper-based methods. Incident facilities should be prepared to operate under manual methods if power or technological systems fail following a disaster. In the event of system failure, verbal communications can be used to convey operational direction, and runners employed to transmit paper-based reports.

Sample ICS Forms

7.2 Situational Reporting

SitReps contain basic and essential elements of information (EEI) needed to support decision making at all levels above the incident or incident facility to further support the incident or facility. The decision-making process may occur at the jurisdictional level, but following a catastrophic incident, will likely occur within a multiagency coordination center (MACC); thus the SitRep should be standardized across the jurisdictions and across the CSA so that data can be easily compiled within the EOC and at the local,

regional, state, and federal level as necessary. Following a large or catastrophic disaster, regular SitReps within the EAP must be communicated to the EOC. This is necessary to coordinate transportation, activation of one or more RHRC facilities, activation of shelters, resource ordering, and mobilization of additional personnel for evacuee and animal services.

The type and intensity of the incident will dictate the interval at which SitReps should be generated and communicated laterally and vertically through the incident command structure.

Jurisdictions should note the EEIs they will capture as part of their SitReps. A sample report has been provided within the RASP toolkit and can be used or altered as necessary based on needs of responders to the incident.

Animal Services Situation Report

7.3 National Mass Evacuation Tracking System

NMETS has been adopted by the IL-IN-WI CSA as the standard for evacuation tracking of all evacuees and their belongings following a catastrophic incident. Therefore, each jurisdiction should implement this system within each EAP (resources permitting), RHRC, shelter facility, and any other facility to which evacuees or their animals may be sent. Additional specific information on NMETS and how jurisdictions can implement NMETS can be found in the *IL-IN-WI CSA NMETS – Region-wide Execution Strategy and Field Operations Guide.* Jurisdictions should develop an NMETS annex for their Local Mass Evacuation Plan.

Three different versions of NMETS exist, and the one used will depend on availability of electricity and data connectivity. However, the process under any of the three versions is the same, resulting in a unique tracking number for each animal and its owner. At registration, if possible, the animal ID number will be associated with the owner/family identification number to ensure proper reunification. The registration number is important for tracking and should be recorded on all forms associated with the animal, as well as on its cage and collar.

NMETS does not currently have an animal-specific field for identification. However, the following information should be captured in the "notes" field of the program:

- Date of intake into the system
- Species
- Breed
- Sex
- Age (estimate if necessary)
- Weight (estimate if necessary)
- Intake Type (Rescue, Stray, Deceased, etc.)
- Spay/Neuter Status
- Microchip # (if applicable)

- License City and # (if applicable)
- Address of origin or where found/rescued.

Collection of this information will assist with reunification efforts and may also assist animal owners searching the system for their animal if they were separated during the evacuation process.

7.4 Reunification

Reunification of owners and animals may begin at any regional facility. Any time owners are expected to leave or check their animals into a facility for transportation, shelter, or other care, tracking and security of the animal is critical to ensure that the custody of each animal is relinquished to the rightful owner. Additionally, the tracking and reunification process is crucial because a large number of lost or rescued animals may be sought by their owners. This is why the information collected as part of the intake and registration process for entrance into RHRC or shelter facilities is important and should not be skipped even with strains on personnel or resources. Jurisdictions should consider the following as part of the reunification process:

- The unique ID number given to the animal upon intake should be confirmed with the ID number and paperwork given to the owner.
- A photograph of the animal with owner should be captured at intake and stored electronically for access by each of the other emergency facilities, or printed and attached to animal records that accompany the animal through the evacuation and shelter process.
- A lost, stray, or rescued animal book or electronic files with photos and animal information should be maintained for owners seeking their animals lost as a result of the incident.
- If the owner did not check his/her animal into the system, an initial interview should be conducted to obtain animal information. Obtain some type of proof of ownership such as a photo, medical records, etc., but understand that this may not be possible as a result of the incident and extenuating circumstances. Potential owners should not be allowed to search through the facility or "shop" around looking for their animals. Shelter personnel should observe the reaction of an animal when greeted by its owner. If not captured during animal intake, owner information should be collected during reunification in the event the owner has to be contacted.
- Any medical conditions or injuries resulting from the incident or shelter process should be conveyed to the owner.

{Jurisdictions should include additional information, SOPs, policies, etc., that will be utilized to assist in the reunification process.})

8.0 Resources and Logistics

The Logistics function ensures availability of adequate staff, equipment, and supplies for each animal services facility. Each facility should designate Logistics staff who will coordinate with other facility sections and the applicable EOC Logistics staff to establish initial inventories, reorder as supplies are consumed, and meet new requirements as the incident evolves.

8.1 Resource Requests

The LASEC should determine how resources beyond the initial startup inventory are to be procured at each site—EAP, RHRC, and shelter. EAPs and RHRCs will likely need coordinated resource support through the Logistics function of the EOC to process evacuees due to the short duration and high volume demands. Smaller shelters outside the impacted area can likely source most supplies and materials locally, provided they have the means to make local purchases. Mega Shelters would benefit from centralized procurement and purchasing power through local or State EOC Logistics functions.

Resource Requests can be made using the FEMA Resource Request form ICS-213 (RR), or the designated resource request and tracking system used within each local jurisdiction. When making a resource request, be as specific as possible regarding the equipment or supplies requested in order to ensure that the proper item is delivered. Requests should include:

- Kind and type (if a NIMS-typed resource)
- Quantity requested
- Description that includes characteristics and specifications, brand (if important), experience, size, etc.

Sample ICS Forms (ICS-213 (RR) Resource Request)

8.2 Guidelines for Equipping and Supplying

The Animal Services function must establish initial stockpiles of equipment and supplies for designated EAPs, RHRCs, and pet shelters. These initial stockpiles must then 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 following a catastrophic incident.

The Incident Facility Animal Supplies Checklist in the RASP Toolkit contains a suggested inventory of supplies and equipment needed for an RHRC or animal shelter.[3] Local planners must determine supply quantities based on the planned capacity and staffing of the facility.

Incident Facility Animal Supplies Checklist

Table 11 provides a general estimate of certain high-demand items for RHRCs following a catastrophic regional event. This assumes establishment of five RHRCs within the CSA. Each RHRC would service an average of about 10,850 animals (cats and dogs) within 6 days to achieve the region's planned evacuation capacity of about 54,000 animals. This is the "flowthrough" requirement for supplies and equipment between the EAPs and the destination shelters, and assumes an 8-24 hour stay for an animal at an RHRC before onward movement. Logisticians will need to work fast to keep RHRCs supplied as animals transit. Shelter supplies are in addition to the RHRC requirements, although it is reasonable to plan for an RHRC to convert into a temporary shelter after the initial evacuation phase.

Animal emergency shelters should plan to be operational for at least a 14-day period, similar to American Red Cross-operated human mass care shelters. In the aftermaths of smaller emergencies, shelters may be able to close earlier, while following catastrophes, some shelters may remain open for months. Shelters should start with an initial 4-7 day inventory of supplies, taking into consideration availability of resupply during the emergency period. Logisticians should track daily inventory levels and forecast consumption rates. Supplies should be reordered before inventories are exhausted, factoring in time estimates for delivery fulfillment under disaster conditions. Normal local supplies may be exhausted by pre-disaster runs on materials or disruptions in the supply chain. Logisticians should consider reordering when inventories drop to 50%. Some high-rate consumption items may require earlier ordering. If shortages occur, Logisticians may need to implement rationing until inventories can be re-stocked.

[3] Additional sample inventories can be found in sample animal sheltering plans and best practices at http://www.aspcapro.org/resource/disaster-cruelty-disaster-response/sample-plans-evacuation-and-sheltering and http://www.learn.cfsph.iastate.edu/dr/node/164.

Table 11. Household Pet Resource Needs (RHRC)

Household Pets									
Requesting Entity	Item	Number Per Client	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Total (6 Days)
	Total Dog Population Served	**0.255001**	**128**	**574**	**1849**	**1849**	**574**	**128**	**5102**
	Total Cat Population Served	**0.287418**	**144**	**647**	**2084**	**2084**	**647**	**144**	**5750**
Pets	Bowls - Food	1	272	949	2712	0	0	0	3933
Pets	Bowls - water	1	272	949	2712	0	0	0	3933
Pets	Brushes, combs, scissors	0.1	27	95	271	0	0	0	393
Pets	Cages - disposable	1	272	1221	3933	3933	1221	272	10852
Pets	Cages, assorted sizes	1	272	949	2712	0	0	0	3933
Pets	Garden hose manifolds		25	10	15	0	0	0	50
Pets	Garden hose nozzles		25	25	50	0	0	0	100
Pets	Garden hose shut-off valves		25	25	50	0	0	0	100
Pets	Garden Hose, 50-foot		25	25	50	0	0	0	100
Pets	Leashes	1	272	1221	3933	3933	1221	272	10852
Pets	Muzzles	1	272	1221	3933	3933	1221	272	10852
Pets	Pet heating lamps		25	25	50	0	0	0	100
Pets	Pet R.F.I.D. chips	1	272	1221	3933	3933	1221	272	10852
Pets	Topical Flea Medication	1	272	1221	3933	3933	1221	272	10852
Pets	Dog Food - lbs.	0.75	96	431	1387	1387	431	96	3827
Pets	Cat Food - lbs.	0.2	29	129	417	417	129	29	1150
Pets	Water - liters	3	816	3663	11799	11799	3663	815	32555
Pets	Cat Litter - lbs.	1	144	647	2084	2084	647	144	5750

Table 12 provides a rough estimate of pet food requirements for cats and dogs on daily and weekly basis, using cohorts of 10 or 100 animals. The Logistician can easily scale up as appropriate using these factors to gauge pet food resupply needs at shelters. 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. Table 12 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 respective shelters. Note: Table 12 is not intended to determine an individual animal's daily food requirements. Feeding should be based upon the animal's weight and activity level in accordance with veterinary and food supplier guidelines.

Following federally-accepted practices as required by the Stafford Act is necessary for reimbursement eligibility from FEMA.

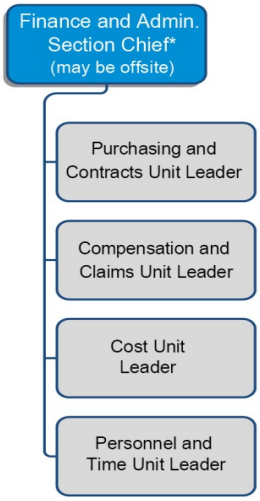
Table 12. Estimated Pet Food Ordering Rates

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 spoons 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 spoons 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

9.0 Finance and Administration

The finance and administration section for the incident may operate away from animal services facilities and within a jurisdictional or state EOC, but coordination with all facilities must occur. Each facility must designate at least one person to track all required information for reimbursement. If necessary, based on the size of the facility and operations, a complete or partial finance and administration section may be created (see Figure 9 below). These positions and associated activities may be managed on or off site.

Figure 9. Finance Section Command Structure



Any cost-capturing and accounting system utilized must separate all disaster-related cost from other activities that may occur at the facility, as well as capture any information necessary to justify the incurred costs. Cost should be separated into separate categories such as (1) labor costs, (2) equipment and contract costs, and (3) other supporting records.

Accounting records must be supported by cancelled checks, copies of paid invoices, payroll sheets, time and attendance records, etc. Associated costs for services or supplies to animals or their owners during operations should be captured.

Time Keeping

To ensure accurate accounting and reimbursement of emergency response expenditures, all staff and volunteers involved in the response must complete and submit accurate time sheets that document all time incurred to the Personnel and Timekeeping Unit. In the initial stages of response, staff will generally be assigned to 12-hour shifts per day. Although 12-hour shifts may cause hardship on the

staff, the longer shift results in consistency of facility management and service to clients, thus is generally more efficient.

Staff and volunteer labor and equipment records should include a record of hours worked, location, description of work performed, and equivalent information for equipment and materials. Recording each volunteer's time in and time out is an efficient means to capture the total hours worked per day.

The Finance and Administrative Section Chief should ensure a methodology is designed so that staff time and payroll expenses are accurately recorded for potential reimbursement.

Sample Timesheet

Sample ICS Forms (ICS 214 – Activity Log)

10.0 Staff and Volunteer Training

A jurisdiction or facilities may mandate animal services training for staff or volunteers working with animals at any facility. Pre-event training should include the following:

- FEMA Independent Study (IS)-100.b – Introduction to Incident Command System
- FEMA IS-10.a Animals in Disasters – Awareness and Preparedness
- FEMA Independent Study Course IS-11.a Animals in Disasters – Community Planning
- *{Jurisdictions should include additional required training courses here for staff and volunteers as part of a Community Animal Response Team or Jurisdiction Incident Management Team for animal services}.*

If need for staff within the Animals Services facilities dictates, spontaneous or otherwise untrained volunteers may be utilized to fill some positions. The IL-IN-WI CSA has developed a series of Just-in-Time Training modules for animal services that may be used to provide on-the-spot training to augment staff needs. Some of the available modules are shown throughout this guidance document.

11.0 Safety

At least one safety officer should be designated for each facility providing animal services. Co-located facilities may designate one safety officer and assistant safety officer as needed to oversee the various areas of the facility. The safety officer is responsible for ensuring the safety of all staff, animals, and owners that enter and utilize the facility. A safety officer must be mobilized in advance of facility activation, as he or she must be on-site for any operations. The safety officer should be consulted for facility setup from a safety standpoint. At commencement of on-site operations, the safety officer should take part in planning meetings and setting daily objectives, and exercise his or her authority to stop or prevent any potentially unsafe activity. The safety officer should provide health and safety considerations to the staff and oversee operations. Any accident or other incident involving staff, animals, or owners on-site must be investigated by the safety officer, and potential for future incidents mitigated as necessary.

Comment [BJ1]: Daily safety briefings or "tailgate meetings" too?