Introduction to Animal Emergency Management
Course Materials
These materials accompany the Introduction to Animal Emergency Response course developed in 2010-11 by the Center for Food Security and Public Health, Iowa State University College of Veterinary Medicine with assistance from USDA APHIS Animal Care Emergency Programs and through a cooperative agreement with USDA APHIS Animal Care Emergency Programs.

The course consists of 10 Units presented as either webinar presentations or web-based modules.

Unit 1  Overview of Animal Emergency Management

Unit 2  Animal Emergency Management and Animal Emergency Response Missions (web-based module)

Unit 3  State and Local Animal Emergency Response Missions

Unit 4  Planning and Exercises for State, Tribal and Local Governments

Unit 5  Support of State and Local Responses (web-based module)

Unit 6  Multi-Agency Coordination

Unit 7  Overview of the FEMA Public Assistance Grant Program

Unit 8  Safety, Hazards and Personal Protection

Unit 9  PPE for Animal Emergency Response (web-based module)

Unit 10  Personal Preparedness and Business Contingency Planning

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Unit 1: Overview of Animal Emergency Management
Unit 1: Overview of Animal Emergency Management

RESOURCES


- **Chemical Emergencies:** [http://www.bt.cdc.gov/chemical/](http://www.bt.cdc.gov/chemical/)


**Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) 42 U.S.C. §§5121-5206:** [http://www.fema.gov/about/stafact.shtm](http://www.fema.gov/about/stafact.shtm)
Unit 2: Animal Emergency Management and Animal Emergency Response Missions
### Emergency Plans for Household Pets and Service Animals - State Statutes February 2010

<table>
<thead>
<tr>
<th>State</th>
<th>Statute</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecticut</td>
<td>Conn. Gen. Stat § 28-1(4)(D)(ii)</td>
<td>Definition of civil preparedness includes providing for the non-military evacuation of the civilian population, pets and service animals</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>D.C. Code § 8-1861.01 (2009)</td>
<td>The Mayor shall establish an emergency preparedness plan for the protection, sheltering and evacuation of domestic animals during and following a major disaster or emergency.</td>
</tr>
<tr>
<td>Illinois</td>
<td>20 ILSC §3305/4 (2010)</td>
<td>Definition of Emergency Operations Plan means the written plan…. for responding to and recovering from disasters and shall include plans that take into account the needs of those individuals with household pets and service animals</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>N.H. RSA § 21-P:37 (VI)</td>
<td>Prepare a plan and program for evacuation of hearing ear dogs, guide dogs, search and rescue dogs, and other service animals as defined in RSA 167-D.</td>
</tr>
<tr>
<td>New York</td>
<td>NY CLS Exec § 22(3)(b)(16) (2010)</td>
<td>Disaster response plans shall include utilization and coordination of programs to assist individuals with household pets and service animals following a disaster, with attention to means of evacuation, shelter and transportation.</td>
</tr>
<tr>
<td>Texas</td>
<td>Tex. Gov’t Code §418.043(11) (2009)</td>
<td>The Texas Division of Emergency Management shall assist political subdivisions in developing plans for the humane evacuation, transport, and temporary sheltering of service animals and household pets in a disaster.</td>
</tr>
<tr>
<td>Virginia</td>
<td>Va. Code Ann. § 44-146.18 (B)(19) (2009)</td>
<td>State Department of Emergency Management shall: Develop an emergency response plan to address the needs of individuals with household pets and service animals in the event of a disaster and assist the coordinate with local agencies in developing an emergency response plan for household pets and service animals.</td>
</tr>
</tbody>
</table>
Job Title: Animal Welfare Officer

Code: A400

Description: Individual who has training, experience, and skills to evaluate the humane housing, transportation, and handling of animals and their welfare/well-being.

Tasks: Evaluates animal well-being pertaining to animal sheltering, transportation, care and feeding, veterinary medical care, and rescue operations for pets, Animal Welfare Act regulated facilities, and other animals. Prepares reports and advises officials of appropriate strategies.

Credentials:

<table>
<thead>
<tr>
<th>Education</th>
<th>No position-specific educational requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>No position-specific training requirements</td>
</tr>
<tr>
<td>Experience</td>
<td>Has worked full-time with APHIS Animal Care as an Animal Care Inspector or Veterinary Medical Officer or has equivalent professional experience in the management of animal welfare issues.</td>
</tr>
<tr>
<td>Physical/Medical Fitness</td>
<td>Must be able to work 12-hour shifts in a stressful, but generally non-hazardous, environment.</td>
</tr>
<tr>
<td>Certification</td>
<td>No position-specific certification requirements</td>
</tr>
<tr>
<td>Licensing</td>
<td>No position-specific licensing requirements</td>
</tr>
<tr>
<td>Pre-requisites</td>
<td>No position-specific pre-requisites</td>
</tr>
<tr>
<td>Currency</td>
<td>An annual performance rating of at least fully successful and no disciplinary actions within the last year.</td>
</tr>
</tbody>
</table>

APHIS Emergency Response Position Catalog (2011)
Job Title: Animal Welfare Officer – All Hazards

Code: A401

Description: An Animal Welfare Officer with additional emergency management and hazardous materials training who can function safely in a disaster area.

Tasks: In addition to the tasks of an Animal Welfare Officer, assesses community animal infrastructure and needs in emergency incidents and provides coordination, technical assistance, and field assessments to support animal well-being, sheltering, transportation, care and feeding, decontamination, rescue operations, and veterinary medical care.

Credentials:

<table>
<thead>
<tr>
<th>Education</th>
<th>No position-specific educational requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>HAZWOPER Awareness modules (AgLearn); and Introduction to Animal Emergency Management (APHIS AC/ISU course).</td>
</tr>
<tr>
<td>Experience</td>
<td>Has worked full-time with APHIS Animal Care as an Animal Care Inspector or Veterinary Medical Officer or has equivalent professional experience in the management of animal welfare issues.</td>
</tr>
<tr>
<td>Physical/Medical Fitness</td>
<td>Must be able to work 12-hour shifts under stressful conditions, lift up to 40 pounds unassisted, and function in harsh environments (heat, cold, snow, mud). Specific to each incident: If required to work in hazardous environments, must have medical fitness clearance appropriate for that environment. If required to wear a respirator, must have medical clearance and respiratory fit testing with an appropriate respirator.</td>
</tr>
<tr>
<td>Certification</td>
<td>No position-specific certification requirements</td>
</tr>
<tr>
<td>Licensing</td>
<td>No position-specific licensing requirements</td>
</tr>
<tr>
<td>Pre-requisites</td>
<td>No position-specific pre-requisites</td>
</tr>
<tr>
<td>Currency</td>
<td>An annual performance rating of at least fully successful and no disciplinary actions within the last year.</td>
</tr>
</tbody>
</table>

APHIS Emergency Response Position Catalog (2011)
Job Title: Animal Welfare Team Leader – All Hazards

Code: A402

Description: Leads a team of Animal Welfare Officers-All Hazards and/or Animal Welfare Officers

Tasks: In addition to the tasks performed by an Animal Welfare Officer-All Hazards, the Team Leader provides on-site team leadership and supervision.

Credentials:

<table>
<thead>
<tr>
<th>Education</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>Incident Command Systems 300; HAZWOPER Awareness modules (AgLearn); Introduction to Animal Emergency Management (APHIS AC/ISU course); IS-811 Emergency Support Function #11; and CPR and First Aid (onsite, e.g. Red Cross course).</td>
</tr>
<tr>
<td>Experience</td>
<td>Has worked full-time with APHIS Animal Care as an Animal Care Inspector or Veterinary Medical Officer or has equivalent professional experience in the management of animal welfare issues.</td>
</tr>
</tbody>
</table>
| Physical/Medical Fitness | Must be able to work 12-hour shifts under stressful conditions, fitness lift up to 40 pounds unassisted, and function in harsh environments (heat, cold, snow, mud). 

Specific to each incident: If required to work in hazardous environments, must have medical fitness clearance appropriate for that environment. If required to wear a respirator, must have medical clearance and respiratory fit testing with an appropriate respirator. |
| Certification   | No position-specific certification requirements |
| Licensing       | No position-specific licensing requirements |
| Pre-requisites  | No position-specific pre-requisites |
| Currency        | An annual performance rating of at least fully successful and no disciplinary actions within the last year. |

APHIS Emergency Response Position Catalog (2011)
Job Title: Pets Mission Specialist

Code: A403

Description: Works with the Federal Emergency Management Agency, USDA, Health and Human Services, Non-governmental Organizations, States, and other stakeholders during a response to provide coordination, technical assistance, and subject matter expertise in support of household pet emergency management and other animal issues.

Tasks: Provides technical assistance and subject matter expertise pertaining to household pets and other animals, including sheltering, transportation, care and feeding, decontamination, and veterinary medical care; assesses situations, community animal infrastructures, and needs as part of a multi-agency team; prepares reports; supports planning; participates in multi-agency coordination; facilitates resource identification and acquisition; and advises officials of appropriate strategies.

Credentials:

<table>
<thead>
<tr>
<th>Education</th>
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</thead>
<tbody>
<tr>
<td>Training</td>
<td>Incident Command Systems 100; Incident Command Systems 200; Incident Command Systems 300; HAZWOPER Awareness modules (AgLearn); Introduction to Animal Emergency Management (APHIS AC/ISU course); CPR and First Aid (onsite, e.g. Red Cross course); IS-630 Introduction to Public Assistance; IS 700, National Incident Management System, An Introduction; IS 800b, National Response Framework, An Introduction; IS-806 Emergency Support Function #6; IS-811 Emergency Support Function #11; and IS-775 EOC Management and Operations (online) or a FEMA G275 (or equivalent State version) EOC Management and Operations Course (classroom).</td>
</tr>
<tr>
<td>Experience</td>
<td>Has worked full-time with APHIS Animal Care as an Animal Care Inspector or Veterinary Medical Officer or has equivalent professional experience in the management of animal welfare issues.</td>
</tr>
<tr>
<td>Physical/Medical Fitness</td>
<td>Must be able to work 12-hour shifts in a stressful, but generally fitness non-hazardous environment.</td>
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<tr>
<td>Pre-requisites</td>
<td>No position-specific pre-requisites</td>
</tr>
<tr>
<td>Currency</td>
<td>An annual performance rating of at least fully successful and no disciplinary actions within the last year.</td>
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</tbody>
</table>
Job Title: Pets Mission Leader

Code: A404

Description: Leads, or co-leads with a State counterpart, a group of Pets Mission Specialists, other APHIS Animal Care personnel, other Federal personnel, State personnel, and Non-governmental Organization representatives.

Tasks: Provides technical assistance and subject matter expertise pertaining to household pets and other animals, including sheltering, transportation, care and feeding, decontamination, and veterinary medical care; assesses situations, community animal infrastructures, and needs as part of a multi-agency team; prepares reports; supports planning; participates in multi-agency coordination; facilitates resource identification and acquisition; advises officials of appropriate strategies; and provides supervision and conflict resolution.

Credentials:

<table>
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<tr>
<th>Education</th>
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</thead>
<tbody>
<tr>
<td>Training</td>
<td>Incident Command Systems 100;</td>
</tr>
<tr>
<td></td>
<td>Incident Command Systems 200;</td>
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<tr>
<td></td>
<td>Incident Command Systems 300;</td>
</tr>
<tr>
<td></td>
<td>Incident Command Systems 400;</td>
</tr>
<tr>
<td></td>
<td>HAZWOPER Awareness modules (AgLearn);</td>
</tr>
<tr>
<td></td>
<td>Introduction to Animal Emergency Management (APHIS AC/ISU course);</td>
</tr>
<tr>
<td></td>
<td>CPR and First Aid (onsite, e.g. Red Cross course);</td>
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<tr>
<td></td>
<td>IS-120A Introduction to Exercises;</td>
</tr>
<tr>
<td></td>
<td>IS-130 Exercise Evaluation and Improvement Plan;</td>
</tr>
<tr>
<td></td>
<td>IS-630 Introduction to Public Assistance;</td>
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<tr>
<td></td>
<td>IS 700, National Incident Management System, An Introduction;</td>
</tr>
<tr>
<td></td>
<td>IS-701 Multi-Agency Coordination Systems;</td>
</tr>
<tr>
<td></td>
<td>IS-703 NIMS Resource Management;</td>
</tr>
<tr>
<td></td>
<td>IS-775 EOC Management and Operations (online) or a FEMA G275 (or equivalent State version) EOC Management and Operations Course (classroom);</td>
</tr>
<tr>
<td></td>
<td>IS 800b, National Response Framework, An Introduction;</td>
</tr>
<tr>
<td></td>
<td>IS-806 Emergency Support Function #6;</td>
</tr>
<tr>
<td></td>
<td>IS-808 Emergency Support Function #8;</td>
</tr>
<tr>
<td></td>
<td>IS-809 Emergency Support function #9;</td>
</tr>
<tr>
<td></td>
<td>IS-811 Emergency Support Function #11; and</td>
</tr>
<tr>
<td></td>
<td>IS-814 Emergency Support Function #14.</td>
</tr>
</tbody>
</table>
### Experience
Has worked full-time with APHIS Animal Care as an Animal Care Inspector or Veterinary Medical Officer or has equivalent professional experience in the management of animal welfare issues. Has participated in emergency responses or exercises with States and Federal Agencies.

### Physical/Medical Fitness
Must be able to work 12-hour shifts in a stressful, but generally non-hazardous environment.

### Certification
No position-specific certification requirements

### Licensing
No position-specific licensing requirements

### Pre-requisites
No position-specific pre-requisites

### Currency
An annual performance rating of at least fully successful, no disciplinary actions within the last year, and participation in an exercise or the support of an emergency response at least once every 24 months.

APHIS Emergency Response Position Catalog (2011)
Job Title: Animal Care Program Response Team Member

Code: A405

Description: APHIS Animal Care employee who assists in the management of a program emergency such as a large confiscation of animals or an all-hazards mission assignment to assist a state in the management of an animal facility.

Tasks: Supports an ad-hoc incident management group in a key command or general staff position.

Credentials:

<table>
<thead>
<tr>
<th>Education</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>Incident Command Systems 200, 300, and 400; HAZWOPER Awareness modules (AgLearn); Introduction to Animal Emergency Management (APHIS AC/ISU course); IS-811 Emergency Support Function #11; and CPR and First Aid (onsite, e.g. Red Cross course). Optional: Position specific ICS training. Optional: PTB completion.</td>
</tr>
<tr>
<td>Experience</td>
<td>Has worked full-time with APHIS Animal Care as an Animal Care Inspector, Veterinary Medical Officer, support role, or has equivalent professional experience in the management of animal welfare issues.</td>
</tr>
<tr>
<td>Physical/Medical Fitness</td>
<td>Must be able to work 12-hour shifts under stressful conditions, Fitness lift up to 40 pounds unassisted, and function in harsh environments (heat, cold, snow, mud).</td>
</tr>
<tr>
<td>Certification</td>
<td>No position-specific certification requirements</td>
</tr>
<tr>
<td>Licensing</td>
<td>No position-specific licensing requirements</td>
</tr>
<tr>
<td>Pre-requisites</td>
<td>Qualification for Animal Welfare Team Leader – All Hazards position (A-402)</td>
</tr>
<tr>
<td>Currency</td>
<td>An annual performance rating of at least fully successful, no disciplinary actions within the last year, and participation in an exercise or the support of an emergency response at least once every 24 months.</td>
</tr>
</tbody>
</table>

APHIS Emergency Response Position Catalog (2011)
Unit 2: Overview of Animal Emergency Management and Animal Emergency Response Missions

RESOURCES


Unit 3: State and Local Animal Emergency Response Missions
Mission Summary Worksheet
Animal Decontamination

Mission sub-tasks:
1. General decontamination (non-specific decontamination for floodwaters, debris)
2. Oil spill decontamination
3. Hazardous chemicals decontamination
4. Biological decontamination
5. Radiological decontamination

Key terms and definitions:
- **Cleaning:** The act of removing dirt, debris and biological films from a surface.
- **Decontamination:** the process of removal of potentially hazardous materials from the surface of an animal, including biological, chemical, or radiological materials.
- **Disinfection:** The act of applying a chemical to a cleaned inanimate surface to greatly reduce or eliminate microorganisms.
- **EPA:** Environmental Protection Agency
- **ERG:** US Department of Transportation Emergency Response Guide
- **Fallout:** Small particles of radioactive debris that fall from the atmosphere after a nuclear explosion. The most dangerous are the visible particles ranging in size up to small grains of sand.
- **HAZMAT:** Hazardous materials
- **HAZWOPER:** Hazardous waste operations and emergency response
- **IND:** Improvised nuclear device (nuclear bomb)
- **LEPC:** Local Emergency Planning Committee (hazardous materials)
- **PPE:** Personal Protective Equipment
- **RDD:** Radiological dispersion device (dirty bomb)

Typical local authorities and primary (immediate) resources:
- Authorities involved:
  - **Local/State:** Public/environmental health, LEPCs, emergency management, public safety, agriculture, animal control/code enforcement, or transportation.
  - **Federal:** Environmental Protection Agency, Department of Transportation, Department of Energy, Department of Agriculture (APHIS/FSIS).
- **Primary resources:** HAZMAT Teams, public and environmental health personnel, Local animal control agencies, fire and rescue agencies, local or state agricultural personnel, Community Animal Response Teams (or similar/other voluntary agencies), veterinary professionals, and Cooperative Extension.

Key planning and operational issues:
- **Key planning issues**
  - Local Emergency Planning Committees (LEPC) are community level entities designed to identify hazardous materials and assist in emergency planning. LEPCs are mandated under the Emergency Planning & Community Right-to-Know Act (EPA)
  - Animals may be involved in any hazardous materials incident and could include pets, livestock, wildlife or other animals.
  - Federal law requires the use of Incident Command System (ICS) for response to a hazardous materials incident.
  - Animal agencies and organizations must be engaged with emergency management and environmental health agencies in order to effective plan for potential animal issues during a hazardous materials incident.
  - People may put themselves at risk in order to protect or try to recover their animals. Effective management of animal issues can reduce risk to both individuals and the community.
  - There are serious questions about capabilities for animal decontamination, particularly in catastrophic incidents. Beyond general/oil spill decontamination, where PPE is limited to barrier protection, decontamination requiring respiratory protection creates a myriad of challenges related to finding appropriate personnel (with credentials matching the PPE needs), appropriate equipment, and in validating procedures.
Mission Summary Worksheet
Animal Decontamination

• Key operational issues:
  - The safety of animal decontamination personnel is paramount and adequate PPE must be worn. PPE protocols should be set, based on risks, by the ICS Safety Officer in conjunction with technical specialists on hazardous materials.
  - In some cases, animal care and veterinary personnel may not have adequate training or appropriate PPE. In such cases, one remedy could include animal professionals acting in support of trained HAZMAT personnel, providing guidance and dispensing appropriate doses of sedatives or medications for animals as necessary, and receiving the animals after decontamination.
  - Animal restraint may be difficult and the risk of animal bites or other injuries is considerable, particularly when responders are wearing PPE. If muzzles and restraints are ineffective, animals may have to be sedated to decontaminate them, which would be slow, challenging, and simply not feasible in some situations.
  - General decontamination is typically accomplished via bathing with soap and water, rinsing thoroughly. Heavily matted hair may need to be clipped to achieve decontamination.
  - Oil spill decontamination is typically the responsibility of the company which generated the spill. Several national and international organizations contract with companies to clean birds and marine mammals contaminated with oil.
  - Chemical decontamination varies considerably with the hazard. Some hazardous chemicals can be removed simply with bathing and rinsing. Some chemical exposures will require medical treatment in addition to physical decontamination, e.g., treatment of nerve gas exposure with anticholinergic drugs.
  - It may be possible to decontaminate non-susceptible species that may be externally contaminated with an infectious organism, depending on the incident and organism. Refer to incident specific SOPs for guidance.
  - Immediately after a nuclear explosion, debris and fallout may be highly radioactive, but the level of radiation decreases rapidly. Rule of thumb: Radiation may decrease by a factor of 10 every time multiple of 7, or 1/10 after 7 hours, 1/100 after 49 hours. Visible particulates (dust and fine sand-like particles) are the most dangerous type of fallout. These particles can result in very high exposures or could enter the body orally or via the respiratory system.
  - Vacuum systems (centralized with filtered exhaust released away and downwind from the user) might be more efficient than bathing in some radiological emergencies. Currently, there are no studies comparing bathing and vacuum systems for radiologically contaminated animals.
  - Waste water generated by decontamination should be managed according to environmental agency guidance specific to the incident.
  - Animals intended for food may need to be managed differently. Depopulation may be necessary if the contaminant could create a persistent health hazard associated with the use of animal for food.

Mutual aid, State, Federal and non-governmental support resources:
• Mutual aid agreements (MAA) may be needed with non-governmental organizations (local, regional, national), private sector partners (veterinary hospitals, agricultural operations, others), and surrounding jurisdictions for animal decontamination capabilities.
• State resources: State agencies: environmental health, public health, animal health/agriculture agency, Cooperative Extension/state universities, State Animal/Agricultural Response/Resource Teams (SART) or similar programs. Non-governmental resources: State veterinary medical association, State veterinary medical reserve program, animal welfare associations, agricultural associations.
• Emergency Management Assistance Compact (EMAC): Resources from other States and their local jurisdictions similar to local and State resources above.
• Non-governmental organizations (via request or MAA): Voluntary Organizations Active in Disaster (local, state, national), oil spill animal decontamination organizations, American Veterinary Medical Association/Veterinary Medical Assistance Teams, animal welfare organizations outside the primary jurisdiction including national organizations from the National Animal Rescue and Sheltering Coalition (NARSC), search and rescue organizations, and others.
• Federal resources: FEMA (via Action Request Form), EPA, USDA, DOT, HHS (National Veterinary Response Team, US Public Health Service), DOD, others.
Training and development opportunities:

  - The awareness level course (8 hours) is available to USDA employees via AgLearn (search HAZWOPER and there should be 10 short modules)
  - 24, 40 and 80 hour courses are available from various sources for certification as a HAZMAT worker or emergency responder.
- Agricultural Emergency Response Training (AgERT), Center for Domestic Preparedness: http://cdp.dhs.gov/resident/agert.html (FAD response training, but skills provided will apply to some HAZMAT situations as well)
  - IS-3: Radiological Emergency Management
  - IS-5A: Introduction to Hazardous Materials
  - IS-301: Radiological Emergency Response
  - IS-330: Refresher Course for Radiological Response
  - IS-331: Introduction to Radiological Emergency Preparedness (REP) Exercise Evaluation
  - IS-340: Hazardous Materials Prevention
  - IS-346: An Orientation to Hazardous Materials for Medical Personnel

References:

- WISER: Wireless Information System for Emergency Responders - National Library of Medicine, Special Information Services: http://wiser.nlm.nih.gov/ (download or use WISER and links to multiple other hazardous material references like TOXNET, Household Products Database, EPA Chemical Factsheets, etc.) WebWISER can be installed on portable devices or used via the Web.
- Environmental Protection Agency: Protective Action Guides: http://www.epa.gov/rpdweb00/rert/pags.html
- Armed Forces Radiobiology Research Institute: http://www.afri.usuhs.mil/ (Numerous resources for radiologicalemergency response)
  - 9523.19 Household Pets and Service Animals
  - 9523.6 Mutual Aid Agreements
  - 9521.3 Private Non-Profit Eligibility
Mission Summary Worksheet
Animal Search and Rescue

Mission sub-tasks:
1. Urban search and rescue (USAR) support
2. Primary animal search and rescue operations
3. Technical animal rescue
4. Animal control/stray management
5. Dead animal documentation and disposal

Key terms and definitions:
• **Urban search and rescue (USAR):** Operations involving the location, rescue (extrication), and initial medical stabilization of victims trapped in hazardous locations, such as collapsed structures, floodwaters, etc.
• **Animal search and rescue (ASAR):** Emergency response operations encompassing the support of USAR operations to handle and extract animals, technical animal rescue, and the recovery of stray, stranded, or abandoned animals in the incident zone. ASAR blends with initial evacuation support operations.
• **Technical animal rescue:** Animal extraction from confined spaces, water, or other hazardous environments requiring specific skills related to extraction and transportation (ice rescue, water rescue, rope rescue, etc.)

Typical local authorities and primary (immediate) resources:
• **Local Authority:** Animal control, emergency management, public safety, code enforcement, or public/environmental health. In some cases, State agricultural agencies or animal health officials may have significant primary authority for livestock issues.
• **Primary resources:** Local animal control agencies, fire and rescue agencies, trained animal search and rescue or technical animal rescue teams, local or state agricultural personnel, Community Animal Response Teams (or other voluntary agencies), veterinary professionals, and Cooperative Extension.

Key planning and operational issues:
• **Key planning issues:**
  - Local plans and mutual aid agreements for ASAR operations are essential.
  - The lead agency for ASAR operations must engage local human search and rescue entities in planning to coordinate ASAR operations with overall SAR operations.
  - Development of technical animal rescue resources optimally engages local fire and rescue, animal/agricultural agencies, animal control agencies, and veterinary professionals. In many cases, a single technical animal rescue team developed by one jurisdiction could provide support for multiple jurisdictions via mutual aid agreements.
  - Designated lead agency responsible for identifying operational guidelines.
  - Currently, there is not a complete training and credentialing national standard for ASAR personnel.

• **Key Operational Issues:**
  - Safety of ASAR personnel and other responders is of primary concern.
  - ASAR operations must be coordinated within the established incident command system with general search and rescue operations and also must be fully coordinated with the emergency animal sheltering, veterinary medical care, and animal decontamination missions.
  - ASAR operations may need to continue even after general search and rescue operations are completed.
  - As the response winds down, ASAR operations will transition into normal animal control and stray livestock operations.

Mutual aid, State, Federal and non-governmental support resources:
• **Mutual aid agreements (MAA)** may be needed with non-governmental organizations (local, regional, national), private sector partners (veterinary hospitals, agricultural operations, others), and surrounding jurisdictions with ASAR capabilities.
Mission Summary Worksheet
Animal Search and Rescue

- **State resources**: State animal health/agriculture agency, State veterinary medical association, State veterinary medical reserve program, State Animal/Agricultural Response/Resource Teams (SART) or similar programs, Cooperative Extension/State academic institutions, State animal welfare associations, State agricultural associations, and other State agencies.

- **Emergency Management Assistance Compact (EMAC)**: Resources from other States and their local jurisdictions similar to local and State resources above.

- **Non-governmental organizations (via request or MAA)**: Voluntary Organizations Active in Disaster (local, state, national), animal welfare organizations outside the primary jurisdiction including national organizations from the National Animal Rescue and Sheltering Coalition (NARSC), search and rescue organizations, and others.

- **Federal resources**: FEMA (via Action Request Form), USDA, HHS (National Veterinary Response Team, US Public Health Service), FEMA USAR, DOD, EPA, others.

**Training and development opportunities:**
- Technical animal rescue training from various providers nationwide. Examples include:
  - Code 3 Associates: [www.code3associates.org](http://www.code3associates.org)
- Search and Rescue Training (Local, FEMA)
- Local exercises and drills
- Shadowing assignments for USDA APHIS Animal Care as observers in disasters where AC is not officially mobilized.

**References:**
  - 9523.19 Household Pets and Service Animals
  - 9523.6 Mutual Aid Agreements
  - 9521.3 Private Non-Profit Eligibility
Mission Summary Worksheet
Emergency Animal Sheltering

Mission sub-tasks:
1. Pet/animal sheltering operations
2. Shelter-in-place support
3. Owner-pet reunion operations

Key terms and definitions:

- **Emergency pet/animal shelter**: Any location in which pets/animals from various sources are sheltered during an emergency or disaster.
- **Collocated pet/animal shelter**: Emergency household pet shelter located in reasonable proximity to a congregate shelter for people with owners providing a substantial amount of the care for their own pets. The term “pet friendly” is used by some entities as synonymous, but that term is not recommended by APHIS.
- **Cohabitational pet/animal shelter**: Congregate shelter where people and pets/other animals share the same spaces.
- **Shelter-in-place**: People, pets, and other animals at their original residence with some disruption of normal community infrastructure, e.g., utilities, transportation, retail food sources, services.

Typical local authorities and primary (immediate) resources:

- **Authority**: Typically local animal control, but could include emergency management, public safety, code enforcement, or public/environmental health.
- **Primary resources**: Local animal sheltering agency or organizations, Community Animal Response Teams or similar voluntary agencies, 4-H/agricultural groups, fairgrounds, schools, public buildings, veterinary hospitals, kennels, animal sheltering equipment caches, such as trailer-based caches, and animal-supply retail locations.

Key planning and operational issues:

- **Key planning issues**
  - Local plans and appropriate mutual aid agreements to implement immediate pet/animal sheltering operations are critical to public and animal safety.
  - Development of some local collocated capabilities is optimal.
  - Designated lead agency responsible for identifying operational guidelines.
  - Most people will find accommodations for their own pets, but typically 1-25% of evacuees could need assistance with sheltering pets/animals.

- **Operational objectives**:
  - Encourage the safe evacuation of people by providing resources for the emergency sheltering pets and other animals.
  - Protect public and animal health and safety through appropriate housing and management of sheltered animals.
  - Support the mental health of citizens by protecting the safety and well-being of sheltered pets and other animals.
  - Support disabled individuals by assisting with the care for service animals within congregate shelters for people.
  - Support citizens sheltering-in-place by ensuring that resources for pets and other animals (e.g., food, supplies, veterinary medical care) are available.
  - Maximize reunion of people with pets and other animals post-disaster.

Mutual aid, State, Federal and non-governmental support resources:

- **Mutual aid agreements** (MAA) with non-governmental organizations (local, regional, national), private sector partners (e.g., veterinary hospitals, kennel, dog tracks), and surrounding jurisdictions for animal sheltering capabilities.
- **State resources**: State animal health agency, State veterinary medical association, State veterinary medical reserve program, State Animal/Agricultural Response/Resource Teams (SART) or similar programs, Cooperative Extension/State academic institutions, State animal welfare associations, State agricultural associations, State public health, National Guard, and other State agencies.
Mission Summary Worksheet
Emergency Animal Sheltering

- **Emergency Management Assistance Compact (EMAC):** Resources from other States and their local jurisdictions similar to local and State resources above.
- **Non-governmental organizations (via request or MAA):** Voluntary Organizations Active in Disaster (VOAD) (local, state, national), animal welfare organizations outside the primary jurisdiction including national organizations from the National Animal Rescue and Sheltering Coalition (NARSC), animal health and product companies, charitable foundations (funding), and others.
- **Federal resources:** FEMA (via Action Request Form), USDA, HHS (National Veterinary Response Team, US Public Health Service), FEMA Individual Assistance Technical Assistance Contracts (resource of last resort).

**Training and development opportunities:**
- Sheltering training from national animal welfare organizations (e.g., American Humane, Code 3 Associates, Humane Society of the United States, Noah’s Wish, and United Animal Nations)
- State/local animal sheltering training/exercises
- Shadowing assignments for USDA APHIS Animal Care

**References:**
- DHS Lessons Learned and Information Shared site (multiple resources including shelter guidelines from multiple jurisdictions – registration for access required) www.llis.gov
  - 9523.19 Household Pets and Service Animals
  - 9523.6 Mutual Aid Agreements
  - 9521.3 Private Non-Profit Eligibility
- CDC guidance for emergency pet shelters: http://www.bt.cdc.gov/disasters/petshelters.asp

These materials were developed under a cooperative agreement between CFSPH and USDA APHIS Animal Care Emergency Programs

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Mission Summary Worksheet
Evacuation and Transportation

Mission sub-tasks:
1. Support owners in the evacuation of their animals.
2. Evacuate pets for owners relying on public transportation.
3. Support the evacuation of animal facilities as possible.
4. Transport groups of evacuated animals.

Key terms and definitions:
- **Evacuation order**: Order given by a jurisdictional authority advising optional evacuation or ordering mandatory evacuation of residents within a specific area.
- **Animal recovery**: Evacuation of animals stranded in an area under an evacuation order, where re-entry of owners is prohibited. Usually involves an owner request for assistance and is highly subject to responder risk considerations.
- **Staging area**: A location to which response resources can be temporarily located until needed.

Typical local authorities and primary (immediate) resources:
- **Local authority**:
  - Animal control, public safety/law enforcement, emergency management, public health, and potentially other. State agricultural agencies or animal health officials may have significant primary authority for livestock issues.
  - Incident Management Teams (IMT): On the basis of delegated public safety authority, IMTs should be able to assign this mission, even if no specific plan or authority exists prior to the incident.
- **Possible local resources**:
  - Animal care and control agencies/organizations, mounted search and rescue organizations (horses/livestock), Cooperative Extension, veterinary professionals, dog breeders/sled dog racers with multi-dog transport equipment, voluntary organizations such as Community Animal Response Teams (CART), Medical Reserve Corps (MRC), Community Animal Response Teams (CERT), or local Voluntary Organizations Active in Disaster affiliated organizations (VOAD).

Key planning and operational issues:
- **Key planning issues**:
  - Local community plans should assign responsibility for assisting owners with evacuation of pets and other animals to a lead local agency or organization.
  - Estimates of the number and location of citizens dependant on public transportation must be made in order to develop plans to accommodate pets and service animals.
  - Identify transportation vehicles that are safe and suitable for animal transportation in advance of the incident. These vehicles must provide safe environmental conditions including temperature and safe air for breathing.
  - Encourage animal facilities to develop their own emergency contingency plans which include evacuation and temporary sheltering plans.
- **Key operational issues**:
  - The safety of response personnel is of primary concern.
  - Public warning and information systems should provide clear evacuation and sheltering instructions to enable citizens to make reasonable and safe choices in managing pets and other animals during an evacuation.
  - Response resources to support an anticipated evacuation may need to be mobilized and held at a staging area until needed at the incident scene.
  - Response resources, including vehicles and personnel, may need identification to access areas beyond evacuation checkpoints.
  - Animal recovery, depending on incident hazards, can be managed by:
    - Allowing owners to re-enter the evacuation zone after check-in to evacuate their animals.
    - Escorting owners into the evacuation zone to recover their animals.
Mission Summary Worksheet
Evacuation and Transportation

- Sending trained and properly equipped responder teams into the evacuation zone to recover animals upon the owner’s request.
- Delaying recovery due to unreasonable hazards within the evacuation zone.
- Some teams may need specialized training to enter evacuated areas, e.g., wildland fire training, hazardous materials awareness.
- Effective communication with Incident Command Operations Section supervisors and response teams is essential for animal evacuation support.
- In forecast incidents, e.g., hurricane, tsunami, evacuation teams must be cleared from the evacuation zone prior to arrival of the threat.
- Some animal facilities may need assistance with evacuation, which could strain available resources.

Mutual aid, State, Federal and non-governmental support resources:
- Mutual aid agreements (MAA) with non-governmental organizations (local, regional, national), private sector partners (veterinary hospitals, kennel, dog tracks, others), and surrounding jurisdictions for animal evacuation support resources.
- State resources: State animal health/agriculture agency, State veterinary medical association, State veterinary medical reserve program, State Animal/Agricultural Response/Resource Teams (SART) or similar programs, Cooperative Extension/State academic institutions, State animal welfare associations, State agricultural associations, State public health, National Guard, and other State agencies.
- Emergency Management Assistance Compact: Resources from other States and their local jurisdictions similar to local and State resources above.
- Non-governmental organizations (via request or MAA): Voluntary Organizations Active in Disaster (VOAD) (local, state, national), animal welfare organizations outside the primary jurisdiction including national organizations from the National Animal Rescue and Sheltering Coalition (NARSC), and others.
- Federal resources: FEMA (via Action Request Form), USDA, HHS (National Veterinary Response Team, US Public Health Service), FEMA Individual Assistance Technical Assistance Contracts (resource of last resort).

Training and development opportunities:
- Local/State exercise/drill training opportunities
- Shadowing assignment in an incident where APHIS support is not requested through
- Wildland fire training
- Hazardous materials (HAZWOPER) awareness training
- Search and rescue training

References:
- Animal Welfare Act and associated regulations (which only apply to commercial transportation licensees under the AWA engaged in moving animals during a disaster, may have some useful standards for evaluation of transportation options)
- Technical bulletin on the use of refrigerated trailers for transportation of pets during disasters (APHIS Animal Care, publication pending)
  - 9523.19 Household Pets and Service Animals
  - 9523.6 Mutual Aid Agreements
  - 9521.3 Private Non-Profit Eligibility
- Federal resources: FEMA (via Action Request Form), EPA, USDA, DOT, HHS (National Veterinary Response Team, US Public Health Service), DOD, others.
Mission Summary Worksheet
Needs Assessment for Community Pet/Animal Issues

Mission sub-tasks:
1. Rapid and ongoing assessment of evacuation and sheltering needs; including triage and veterinary medical care.
3. Rapid and ongoing assessment of other operational needs (ongoing hazards, animal search and rescue, animal decontamination/hazardous materials impacts, animal disease, carcasses, etc.).
4. Rapid and ongoing assessment of community animal and infrastructure issues (at-risk animal populations, veterinary hospitals, animal shelters, kennels, livestock facilities, fairgrounds, animal feed and supply retailers, stray animals, wildlife issues, etc.).

Key terms and definitions:
- **Field Observer**: A person assigned to the incident through the ICP or an EOC (but checked in with the ICP) tasked with observing incident status at the incident, assessing needs and reporting status for planning purposes.

Typical local authorities and primary (immediate) resources:
- **Authority**: Local animal control, emergency management, public safety, code enforcement, or public/environmental health. State agricultural agencies or animal health officials may have significant primary authority for livestock issues.
- **Primary resources**: Emergency management and public safety agencies, local/regional incident management teams, local animal control agencies, Community Animal Response Teams (CARTs) or similar voluntary agencies, Cooperative Extension agents, Veterinary medical reserve programs, others.

Key planning and operational issues:
- **Key planning issues**:
  - Assessment can be made many ways; through on-scene reports from responders, reports from field observers, citizen reports, and media reports.
  - Agencies or organizations assigned assessment roles under an emergency operations plan must develop guidelines, train personnel, and provide communications equipment, PPE, GPS capabilities, and suitable transportation to ensure the mission is performed safely and efficiently.

- **Key Operational Issues**:
  - Personal safety is the first priority for response personnel and field observers.
  - Ideally, the local and State animal response plans will assign assessment missions to a lead entity for a more rapid determination of incident needs and deployment of appropriate operational and support personnel.

Mutual aid, State, Federal and non-governmental support resources:
- **Mutual aid agreements (MAA)** may be needed with non-governmental organizations (local, regional, national), and surrounding jurisdictions for animal issues assessment capabilities.
- **State resources**: State animal health agency, State veterinary medical reserve program, State Animal/Agricultural Response/Resource Teams (SART) or similar programs, Cooperative Extension/State academic institutions, State animal welfare associations, State agricultural associations, State public health, National Guard, and other State agencies.
- **Emergency Management Assistance Compact (EMAC)**: Resources from other States and their local jurisdictions similar to local and State resources above.
- **Non-governmental resources (via request or MAA)**: Voluntary Organizations Active in Disaster (VOAD) (local, state, national); animal welfare organizations outside the primary jurisdiction including national organizations from the National Animal Rescue and Sheltering Coalition (NARSC), search and rescue organizations, AVMA Veterinary Medical Assistance Teams, and others.
- **Federal resources**: FEMA (via Action Request Form), USDA, HHS (National Veterinary Response Team, US Public Health Service), DOD, EPA, DOI.
Training and development opportunities:
- I-300, I-400 Incident Command System Training
- First aid and CPR (e.g. American Red Cross)
- HAZMAT awareness (HAZWOPER) modules (AgLearn)
- Search and rescue courses (local/state/national)
- Technical Animal Rescue (flood, ice, rope, etc.)
- Community Emergency Response Team (CERT) training
- Shadowing assignments in actual incidents as a field observer

References:
- FEMA Preliminary Damage Assessment Website: http://www.fema.gov/rebuild/recover/pda.shtm
- See references for all other mission areas, as needs assessment requires working knowledge of multiple animal-related emergency missions.
Mission sub-tasks:
1. Veterinary triage
2. Veterinary clinical care
3. Veterinary animal and public health response
4. Veterinary euthanasia
5. Veterinary care for Search and Rescue and working animals

Key terms and definitions:
- **Veterinary triage**: Decision making process used to identify the most seriously injured or ill animals.
- **Veterinary clinical care**: Diagnosis and treatment of individual animals or groups of animals.
- **Veterinary animal and public health response**: Prevention and control of infectious diseases and other health risks in animals and the public during an emergency incident.
- **Veterinary euthanasia**: The act of intentionally and humanely ending an animal’s life.
- **Veterinary Care of Search and Rescue and working animals**: Providing preventive health care and diagnosing and treating injuries or disease in Search and Rescue and working animals and assisting in the development of protocols to address the unique needs of Search and Rescue and working animals.

Typical local authorities and primary (immediate) resources:
- **Authority**: Local animal control, law enforcement and public health. State animal health agency, public health agency, and state veterinary licensing authority.
- **Primary resources**: Local public health agencies, local veterinary professionals/practices, local veterinary associations, Veterinary Medical Reserve Programs, Medical Reserve Corps programs engaging local veterinary professionals, State animal health officials.

Key planning and operational issues:
- **Key planning issues**
  - Local plans need to designate a lead agency for coordinating veterinary medical response.
  - Development of locally appropriate vaccination requirements and preventive health care procedures at emergency pet/animal sheltering locations.
  - Veterinary responders must be licensed in the State if they are going to provide clinical care. Exceptions include reciprocal licensing recognized through EMAC deployments, the National Veterinary Response Teams (NVRT), and individual temporary licensing granted through State emergency processes.
  - Veterinary teams cannot provide services without an equipment cache or other source of equipment, supplies and pharmaceuticals.
  - Local jurisdictions and States should develop guidelines for emergency euthanasia of animals, particularly with respect to situations where the owner is unknown or unavailable.

- **Key operational issues**
  - Veterinary medical operations must be coordinated within the incident command system and other animal response operations.
  - Veterinary medical teams must have access to equipment and supplies through a cache developed for emergencies or through existing veterinary facilities or suppliers.
  - Veterinary medical personnel, in cooperation with jurisdictional authorities, should provide or support the following:
    - Triage of injured/ill pets and other animals
    - Diagnosis and treatment of injured/ill pets and other animals
    - Biological risk management for animal or zoonotic diseases at all incident animal operations, including preventive health care, sanitation, and other risk-reduction practices
Mission Summary Worksheet
Veterinary Medical Care

• Animal decontamination protocols
• Animal euthanasia

Mutual aid, State, Federal and non-governmental support resources:
• Mutual aid agreements (MAA) may be needed with veterinary practices or organizations, veterinary reserve programs, or academic institutions. Whenever possible, agreements should be entered into prior to an emergency.
• State resources: State animal health agency, State veterinary medical association, State veterinary medical reserve program, State Animal/Agricultural Response/Resource Teams (SART) or similar programs, State academic institutions, State public health agency, and others.
• Emergency Management Assistance Compact (EMAC): Resources from other States and their local jurisdictions similar to local and State resources above.
• Non-governmental organizations (via request or MAA): American Veterinary Medical Association (AVMA) – Veterinary Medical Assistance Teams (VMAT); Voluntary Organizations Active in Disaster (VOAD) (local, state, national); animal welfare organizations outside the primary jurisdiction including national organizations from the National Animal Rescue and Sheltering Coalition (NARSC); and others.
• Federal resources: FEMA (via Action Request Form), USDA, HHS (National Veterinary Response Team, US Public Health Service), DOD, EPA, others.

Training and development opportunities:
• AVMA provides assistance to States for training with support from the American Veterinary Medical Foundation.
• National Veterinary Response Team members receive substantial training through the National Disaster Medical System, which they can apply to local or State-affiliated activities.

References:
• ICS forms: http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Forms.htm
• FEMA Public Assistance Policies: http://www.fema.gov/government/grant/9500toc.shtm
  - 9523.19 Household Pets and Service Animals
  - 9523.6 Mutual Aid Agreements
  - 9521.3 Private Non-Profit Eligibility
• Veterinary Disaster Response, Wingfield and Palmer, 2009, Wiley-Blackwell
• Veterinary Disaster Medicine, Wingfield, Nash, Palmer, and Upp, 2009, Wiley-Blackwell
• Medical Reserve Corps training site (Train log-in required): http://www.mrc.train.org
• Resources on Animal Diseases, Zoonoses, Infection Control, Emergency Response Education and Training. Center for Food Security and Public Health, Iowa State University, www.cfsph.iastate.edu
Introduction to Animal Emergency Management
Scenario Reference Guide and Worksheet

Unit 3: State and Local Animal Emergency Response Missions

Instructions: Use this worksheet as a reference for the Imperial County Response Scenario

The Scene
Imperial County, State of Columbia Population: 150,000
Central City, county seat, Columbia County, population 100,000
Jefferson, population 2,000

Resources:

Imperial County Animal Control
• Provides animal control for the county and contracts AC services to city
• Lead agency in Animal Emergency Response under city-county emergency management plan
• Animal Control Manager is Animal Response Group Supervisor under ICS
• 4 animal control trucks available for use in response
• 7 Animal Control Officers available to respond

Central City Humane Society
• Coordinates and provides sheltering during an animal emergency response

Cooperative Extension
• Co-lead with CC Humane Society on coordinating and providing sheltering

Imperial County CART
• Trained volunteers to support sheltering mission

Imperial County Fairgrounds
• Show barn designated as collocated shelter site

Jefferson Veterinary Hospital and Kennel
• Provide emergency pet sheltering for Jefferson area

Imperial Equestrian Association
• 12 members with trailers to assist with livestock evacuation (ISC trained, CART IDs and vehicle placards)

Local CERT (Community Emergency Response Team)
• Trained volunteers with basic training in supporting animal response missions

Major Mission Response Areas
Refer to these areas when planning the response to the disaster in the scenario.

- Rapid Needs Assessment
- Evacuation and Transportation
- Animal Sheltering
- Animal Search and Rescue
- Veterinary Medical Response
- Animal Decontamination
Introduction to Animal Emergency Management
Scenario Reference Guide and Worksheet

ICS Structure – Imperial County/Central City

City-County Emergency Response Plan
ICS Personnel
Co-ICs: Central City Police Chief and Imperial County Sheriff
Animal Response Group Supervisor: Animal Control Manager

EOC Personnel
Imperial County CART Coordinator – assists with resource coordination

Use this chart to help design the structure of the Animal Response Group
Imperial County Disaster Scenario Worksheet

1. Initial Assessment: 11:30 am (slides 28-30)
   List initial response issues

2. Initial Priorities and Resources (slides 32-34)
   Identify initial priorities and list available resources

3. Continued Assessment (complete after slide 39 and before slide 40)

4. Assessment Update (slide 48)
   What additional missions and responses need to be considered?
Unit 4: Planning and Exercises for State, Tribal and Local Governments
Unit 4: Planning and Exercises for State, Tribal and Local Governments

RESOURCES

AVMA Emergency Preparedness and Response Guide:

DHS Lessons Learned Information Sharing (LLIS): https://www.llis.dhs.gov/index.do

FEMA Comprehensive Planning Guidance 101 (CPG 101):
http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf


Homeland Security Exercise and Evaluation Program (HSEEP):

National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP):
http://www.nasaaep.org


Unit 5: Support of State and Local Responses
### Introduction to Animal Emergency Management

#### Types of FEMA Mission Assignments

<table>
<thead>
<tr>
<th>M/A Type</th>
<th>Description</th>
<th>State/Federal Cost Share</th>
</tr>
</thead>
</table>
| Federal Operations Support (FOS)  | • Support to federal responders  
• Can be given before (surge) or after a Presidential Declaration  
• Federally initiated request for support  
• Often at a FEMA location, but not always | 100% Federal funding                     |
| Technical Assistance (TA)         | • State/local has resources, but needs the expertise  
• Requested by State  
• “Clean hands” assignment rather than tactical operations | 100% Federal funding                     |
| Direct Federal Assistance (DFA)   | • Requested by State  
• Goods and services beyond state’s capability to provide  
• “Dirty hands” or “We do the work” assignment for missions that are more tactical | Cost share depending on PA declaration wording, but most often 25% State/local and 75% Federally funded |
| Surge Mission Assignment          | • May be issued by FEMA before a Presidential Stafford Act declaration  
• Assignment aids state preparation for disaster (i.e. hurricane)  
• After Presidential declaration is issued, MA reassigned based on FEMA needs and State requests |                                                                 |
These resources can be requested by Local EOCs, State EOCs and Federal Coordination Centers. Federal Coordination Centers will typically only access Contractors as a resource.

**Governmental Resources**
- Animal Control, Veterinary Public Health, Extension, CART, etc.
- Available on local and state levels.

**Non-Governmental Resources**
- Accessible upon request by local or state authorities.

**Private Sector Contractors**
- Accessible upon request by local, state or federal authorities.
  - (e.g. FEMA IA TAC)

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**Federal Coordination Centers (EOCs):**
- NRCC, RRCC, JFO

**State EOC**

**Local EOC**

**Other Local Jurisdiction Resources**

**Other State’s EOC**

**Other States’ Resources:**
- Animal Control, Agriculture, Sheltering, ICS, etc.

**Incident Command Post**

**Incident**

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These materials were developed under a cooperative agreement between CFSPH and USDA APHIS Animal Care Emergency Programs.

Intro Animal Emergency Mgmt
2011
Unit 5: Support of State and Local Responses

RESOURCES


FEMA: EMI Course List: http://training.fema.gov/emicourses/
Unit 6: Multi-Agency Coordination
These resources can be requested by Local EOCs, State EOCs and Federal Coordination Centers. Federal Coordination Centers will typically only access Contractors as a resource.

Governmental Resources
Animal Control, Veterinary Public Health, Extension, CART, etc.
Available on local and state levels.

Non-Governmental Resources
Accessible upon request by local or state authorities.

Private Sector Contractors
Accessible upon request by local, state or federal authorities. (e.g. FEMA IA TAC)
Unit 6: Multi-Agency Coordination

Instructions: Use this worksheet as a reference for the second part of the Imperial County Response Scenario

The Scene
Imperial County and 9 other counties in State of Columbia affected by flooding and tornadoes. Local and State Disaster Declarations issued. Presidential Disaster Declaration Issued: FEMA Individual Assistance and Public Assistance authorized.

State Animal Response Plan
Draft plan coordinates pet issues through State EOC. State Veterinarian is lead through ESF #11. Representative at ESF #11 Desk at State EOC

[Slide 14] Your Assignment – APHIS AC Employee assigned to ESF #11 Desk at the IOF as Animal Care Subject Matter Expert.

Issues:
• State counterparts need assistance coordinating and support issues related to household pets.
• State EOC is crowded; no room for additional personnel
• Conference room available at State Vet’s Office at Department of Agriculture

• Options [Complete after slide 15 and before slide 16]
  List some actions that would support the State’s efforts on household pets and other animals.

• Contaminated Pet Question [complete after slide 27 and before slide 28]
• Transportation Question [complete after slide 29 and before slide 30]

• Response to Request for Additional Animal Control Teams [complete after slide 37 and before slide 38]

• Emergency Animal Shelters [complete after slide 43 and before slide 44]
PA Project Worksheet Example: Unit 7 slides (26-28)
Recovery: PA Project Worksheet

PROJECT WORKSHEET REPORT

DECLARATION NO. FEMA-CX-DR-9999
FIPS NO. 999-99999-99
APPLICANT NAME CENTRAL, CITY OF
SUBDIVISION
FEMA PW # 13 VSN 0 REF# EC-01

PREPARED DATE 12/14/2007
REPORT DATE 03/05/2009 14:57
INF TYPE ○ INF ● NON-INF ○ REC

SITE NUMBER 1 of 1
FACILITY NAME ANIMAL SHELTER
ADDRESS 123 S. MAIN STREET

Latitude 32.8132
Longitude -116.97552

SITE NUMBER 1 - DAMAGE DIMENSIONS AND DESCRIPTION
THE CITY OF CENTRAL (CITY) WAS ESTABLISHED CIRCA 1912. IT COVERS AN AREA OF APPROXIMATELY 14 SQUARE MILES AND CONTAINS A POPULATION OF APPROXIMATELY 95,000. DURING THE PERIOD (21 - 31 OCTOBER 2007), THE INCIDENT FIRES AFFECTED THE RURAL AREAS WITH HIGH POPULATIONS OF HOUSEHOLD ANIMALS (E.G. DOGS, CATS, SERVICE ANIMALS). IT BECAME NECESSARY FOR THE CITY TO ESTABLISH TEMPORARY FACILITIES FOR MANY OF THE THESE DISPLACED HOUSEHOLD ANIMALS TEMPORARILY BROUGHT INTO THE CITY ANIMAL SHELTER.

THESE TEMPORARY FACILITIES WERE ESTABLISHED AT THE ANIMAL SHELTER AND INCLUDED A CANOPY AND TEMPORARY CHAIN LINK FENCING. IN ADDITION, IT WAS NECESSARY FOR THE CITY TO BRING IN PERSONNEL TO MAINTAIN AND CARE FOR THESE DISPLACED ANIMALS. ONLY THE OVERTIME LABOR HAS BEEN INCLUDED IN THIS PROJECT WORKSHEET. THE CITY OVERTIME POLICY PROVIDES PREMIUM PAY ONLY AFTER 40 HOURS OF REGULAR TIME PER WEEK.
SITE NUMBER 1 - SCOPE OF WORK

WORK COMPLETED:
ESTABLISH TEMPORARY FACILITIES TO HOUSE AND CARE FOR THE DISPLACED HOUSEHOLD ANIMALS THAT WERE TEMPORARILY BROUGHT INTO THE CITY ANIMAL SHELTER. THIS INCLUDES TEMPORARY RENTAL OF A CANOPY ($1,678.00), TEMPORARY CHAIN LINK FENCING ($370.00), MISCELLANEOUS SUPPLIES ($123.00) AND OVERTIME LABOR ($11,336.00). OVERTIME PREMIUM PAY (1-1/2 TIMES THE STANDARD RATE) IS PAID ONLY AFTER 40 HOURS OF REGULAR TIME PER WEEK. THE OVERTIME FRINGE BENEFIT RATE FOR THE CITY PERSONNEL IS 5.65%. FEMA/STATE HAS REVIEWS THE DOCUMENTATION PROVIDED WITH THIS PROJECT WORKSHEET (I.E. CITY PAYROLL RECORDS) AND FIND THAT IT ACCURATELY SUPPORTS THE COSTS CLAIMED BY THE CITY.

THE OVERTIME HOURS FOR JOHN SMITH, ON 23 OCTOBER 2007, WERE REDUCED FROM 24 HOURS TO 16 HOURS SINCE ELIGIBILITY IS LIMITED TO 24 HOURS PER DAY FOR THE FIRST TWO DAYS ONLY. AFTER TWO DAYS, THE MAXIMUM OVERTIME ALLOWED IS 16 HOURS PER DAY. COMPLETED RECORDS WILL BE ON FILE AT THE CITY ADMINISTRATIVE OFFICES AND WOULD BE AVAILABLE UPON REQUEST. 406 HMP: HAZARD MITIGATION UNDER THE 406 HAZARD MITIGATION PROGRAM IS NOT ELIGIBLE FOR EMERGENCY PROJECTS (CATEGORIES A & B).
PROJECT WORKSHEET REPORT

DECLARATION NO. FEMA-CX-DR-9999
FIPS NO. 999-99999-99
APPLICANT NAME: CENTRAL, CITY OF
SUBDIVISION
FEMA PW # 13 VSN 0 REF# EC-01

PREPARED DATE 12/14/2007
REPORT DATE 03/05/2009 14:57
INF TYPE
○ INF
○ NON-INF
○ REC

SITE NUMBER 1 of 1
FACILITY NAME: ANIMAL SHELTER
ADDRESS: 123 S. MAIN STREET
CITY: CENTRAL

Latitude 32.8132
Longitude -116.97552
Was this site previously damaged? ○ Yes ○ No ○ Unsure

COST ESTIMATE

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<td>$10,725.00</td>
<td>$10,725.00</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td>9009</td>
<td>MATERIAL</td>
<td>LS</td>
<td>1</td>
<td>$123.00</td>
<td>$123.00</td>
</tr>
</tbody>
</table>

Eligible Amounts:
- Total (this version): $13,502.00
- Total Oblig To Date: $13,502.00
- Unobligated + Obligated: $13,502.00
- Federal Share for Obligated and Unobligated: $10,126.50
Unit 7: Overview of FEMA PA Grant Program

RESOURCES

Stafford Act: http://www.fema.gov/about/stafact.shtm


Americans with Disabilities Act: http://www.ada.gov/pubs/ada.htm


FEMA Individual Assistance: http://www.fema.gov/assistance/index.shtm

FEMA Individual Assistance (online application): http://www.disasterassistance.gov/


PA Policies of Note: http://www.fema.gov/government/grant/pa/9500toc.shtm

Unit 8: Safety, Hazards and Personal Protection
### Heat-related Illness with Treatment

<table>
<thead>
<tr>
<th>Illness</th>
<th>Cause</th>
<th>Symptoms</th>
<th>First Aid/Treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heat Cramps</td>
<td>Heavy sweating and inadequate replacement of fluids and electrolytes.</td>
<td>Muscle spasms and pain in legs, arms and abdomen.</td>
<td>Stop all activity. Sit quietly in a cool place. Drink clear juice or a sports beverage. May resume activities a few hours after cramps subside, but use caution. <strong>Seek Medical Attention:</strong> If you have a heart condition or are on a low sodium diet, or if heat cramps persist for more than 1 hour.</td>
</tr>
<tr>
<td>Heat Stress</td>
<td>Body is unable to adequately cool itself.</td>
<td>Thirst, fatigue, feeling “hot”, cramps, dizziness, headache, nausea, profuse sweating, or pale clammy skin.</td>
<td>Treat immediately to prevent progression into more severe heat-related illness. Rest in a shaded area. Drink liquids to replace lost fluids. <strong>Seek Medical Attention:</strong> If symptoms persist following a reasonable rest period.</td>
</tr>
<tr>
<td>Heat Exhaustion</td>
<td>Exposure to high temperatures, high humidity and strenuous physical activity.</td>
<td>Heavy sweating, paleness, muscle cramps, tiredness, weakness, headache, dizziness, lightheadedness, or fainting, behavioral changes including irritability, confusion, nausea or vomiting, fast and weak pulse, fast and shallow breathing.</td>
<td>Move to a cool area (air conditioning), drink cool nonalcoholic beverages, take a cool shower, bath or sponge bath, wear lightweight clothing. <strong>Seek Medical Attention:</strong> If symptoms are severe, worsen or last longer than 1 hour.</td>
</tr>
<tr>
<td>Heat Stroke</td>
<td>Life threatening condition occurs when the body is unable to regulate temperature. May occur if other heat-related conditions are not adequately treated. May be due to high temperature, high humidity, strenuous physical exercise or other conditions which raise body temperature.</td>
<td>High body temperature (104 degrees F or above); cessation of sweating- hot and dry skin; mental confusion, loss of consciousness, seizures or convulsions, rapid heart rate, hyperventilation.</td>
<td>This is a life-threatening condition. <strong>Call for Medical Assistance:</strong> Begin cooling immediately: move to shade, immerse in water, spray with cool water, put in cool shower monitor body temperature. If able to drink, give cool water until emergency medical personnel arrive. Do not attempt to give fluids to anyone with an altered level of consciousness. If Emergency Medical Responders are delayed, call for further emergency instructions.</td>
</tr>
</tbody>
</table>
# Common Symptoms of Stress Following a Traumatic Event

<table>
<thead>
<tr>
<th>Physical *</th>
<th>Cognitive</th>
<th>Emotional **</th>
<th>Behavioral</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chest pain *</td>
<td>Confusion</td>
<td>Anxiety</td>
<td>Intense anger</td>
</tr>
<tr>
<td>Difficulty breathing *</td>
<td>Nightmares</td>
<td>Guilt</td>
<td>Withdrawal</td>
</tr>
<tr>
<td>Shock symptoms *</td>
<td>Disorientation</td>
<td>Grief</td>
<td>Emotional outburst</td>
</tr>
<tr>
<td>Fatigue</td>
<td>Heightened or lowered alertness</td>
<td>Denial</td>
<td>Temporary loss or increase in appetite</td>
</tr>
<tr>
<td>Nausea/vomiting</td>
<td>Poor concentration</td>
<td>Severe panic (rare)</td>
<td>Excessive alcohol consumption or substance abuse</td>
</tr>
<tr>
<td>Dizziness</td>
<td>Memory Problems</td>
<td>Fear</td>
<td>Inability to rest, pacing</td>
</tr>
<tr>
<td>Profuse sweating</td>
<td>Poor problem solving</td>
<td>Irritability</td>
<td>Change in sexual functioning</td>
</tr>
<tr>
<td>Rapid heart rate</td>
<td></td>
<td>Loss of emotional control</td>
<td></td>
</tr>
<tr>
<td>Thirst</td>
<td></td>
<td>Depression</td>
<td></td>
</tr>
<tr>
<td>Headaches</td>
<td></td>
<td>Sense of failure</td>
<td></td>
</tr>
<tr>
<td>Visual difficulties</td>
<td></td>
<td>Feeling overwhelmed</td>
<td></td>
</tr>
<tr>
<td>Clenching of jaw</td>
<td></td>
<td>Blaming oneself or others</td>
<td></td>
</tr>
<tr>
<td>Nonspecific aches and pains</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Seek Medical Attention Immediately* if you experience chest pain, difficulty breathing or symptoms of shock (shallow breathing, weak, rapid pulse, nausea, shivering, pale and moist skin, mental confusion, and dilated pupils).

**Seek Mental Health Support** if your symptoms or distress continue for several weeks or interfere with your daily activities.
Unit 8: Safety, Hazards and Personal Protection–Resources

**RESOURCES**

**Amateur Radio Emergency Service:** [www.arrl.org/ares](http://www.arrl.org/ares)

**APHIS Employee Assistance Program:** [http://www.aphis.usda.gov/mrpbs/hr/benefits/employee_tools.shtml](http://www.aphis.usda.gov/mrpbs/hr/benefits/employee_tools.shtml)

**CDC Chemical Hazards site:** [http://www.bt.cdc.gov/agent/agentlist-category.asp](http://www.bt.cdc.gov/agent/agentlist-category.asp)

**CDC Emergency Preparedness and Response Site: Bioterrorism Agent List:**


**Understanding Memoranda of Understanding in Amateur Radio Device Services:**
[http://www.arrl.org/memoranda-of-understanding-mou](http://www.arrl.org/memoranda-of-understanding-mou)


**U.S. Department of Transportation Pipeline and Hazardous Materials Safety Administration Emergency Response Guidebook:** [http://www.phmsa.dot.gov/portal/site/PHMSA/menuitem.ebde7a87e39f2e55cf2031050248a0c/?vgnextoid=ebfeca57e196d110VgnVCM1000009ed07898RCRD&vgnextchannel=0f0b143389d8c010VgnVCM1000008049a8c0RCRD&vgnextfmt=print](http://www.phmsa.dot.gov/portal/site/PHMSA/menuitem.ebde7a87e39f2e55cf2031050248a0c/?vgnextoid=ebfeca57e196d110VgnVCM1000009ed07898RCRD&vgnextchannel=0f0b143389d8c010VgnVCM1000008049a8c0RCRD&vgnextfmt=print)


Unit 9: PPE for Animal Emergency Response
Policy: No APHIS employee can be assigned a function that requires them to use or wear respiratory protection without first complying with the following policy and procedures.

USDA APHIS requires the use of the TSI PortaCount Respirator Fit Testing Unit and the N95 Companion to perform quantitative respirator fit testing no matter what respiratory protection that the APHIS employee is wearing/using. Qualitative respirator fit-testing is not an acceptable method for determination of proper fit for APHIS. APHIS requires that all employees required to use or wear respiratory protection be medically cleared to wear the assigned or designated respiratory protection before they can be respirator fit tested. Final medical clearance must come from FOH.

Definitions:

Qualitative fit test (QLFT) means a pass/fail fit test to assess the adequacy of respirator fit that relies on the individual’s response to the test agent.

Quantitative fit test (QNFT) means an assessment of the adequacy of respirator fit by numerically measuring the amount of leakage into the respirator.

NOTE: APHIS personnel can only be fit tested if they have first been medically cleared to wear a respirator.

Procedures:

All APHIS employees required to wear or use respirators will be fit tested based on the following procedures:

For APHIS employees required to wear/use N95 or P95 filtering face piece respirators:

The selections of N-95 or P95 respirators which are required by APHIS are listed below:

- 3M 8210
- 3M 8511
- 3M 8271
- Moldex 2700

To qualify to use the respirators listed above the employee must meet the following APHIS criteria:

APHIS requires a TSI PortaCount Fit Factor equal to or greater than 100 for the employee to be authorized to use an N95 or P95.

If this fit factor cannot be achieved then the employee can not wear an N95 or P95 respirator and must be fit tested with the next higher protection providing respirator, i.e., an N100 or P100 respirator.

NOTE: It may occur, for example, that an employee cannot get an acceptable fit test with any of the N95 or P95 respirators that APHIS uses so they would then need to be fit tested with the next higher level of protection and so on until an acceptable fit can be achieved with a respirator that provides them with an acceptable level of protection for the function they are to perform.
APHIS RESPIRATORY PROTECTION PROGRAM POLICY

For APHIS employees required to wear/use N100 or P100 filtering face piece respirators:

The selection of N100 and P100 respirators which are required by APHIS are listed below:

- 3M 8233
- 3M 8293
- Moldex 2360

To qualify to use the respirators listed above the employee must meet the following APHIS criteria:

APHIS requires a TSI PortaCount Fit Factor equal to or greater than 500 for the employee to be authorized to use a N100 or P100.

If this fit factor cannot be achieved then the employee can not wear N100 or P100 respirators and must be fit tested with the next higher level of respirator protection, i.e. the 1/2 face Air Purifying Respirator (APR).

For APHIS employees required to wear/use 1/2 face APR respirators:

The selection of 1/2 face APR respirators which are required by APHIS are listed below:

- North 7700
- MSA Advantage 420
- MSA Advantage 200

To qualify to use the respirators listed above the employee must meet the following APHIS criteria:

APHIS requires a TSI PortaCount Fit Factor equal or greater than 1000 for the employee to be authorized to use a 1/2 face APR.

If this fit factor cannot be achieved then the employee can not wear a 1/2 face APR must be fit tested with the next higher level of respiratory protection, i.e. the Full Face Air Purifying Respirator (APR).

For APHIS employees required to wear/use full face APR respirators:

The selection of Full Face APR respirators which are required by APHIS are listed below:

- MSA Advantage 1000
- Survivair 4100
- MSA Advantage 3000
- MSA Advantage 4000

To qualify to use the respirators listed above the employee must meet the following APHIS criteria:

APHIS requires a TSI PortaCount Fit Factor equal to or greater than 5000 for the employee to be authorized to use a full face APR.

**NOTE:** PPQ personnel required to wear SCBA must be fit tested using the TSI PortaCount and obtain a fit factor equal to or greater than 5000.

The SCBA which is required by APHIS, PPQ is the MSA Air Hawk MMR Air Mask assembly.
If this fit factor cannot be achieved then the employee can not wear a full face APR and must be provided with the equivalent level of respiratory protection, i.e., the Powered Air Purifying Respirator (PAPR). The PAPR is not allowed as a replacement for the SCBA full face. Therefore, if a PPQ employee, who is required to use SCBA, cannot achieve the required fit factor they then are not authorized to wear/use an SCBA.

The APHIS PAPR is listed below:

3M Breathe Easy 10 PAPR

**NOTE:** The TSI PortaCount Fit Factor is determined as follows:

The TSI PortaCount performs seven separate exercises during the respirator fit testing operation.

The test occurs as follows:

- Ambient air is sampled by the TSI PortaCount close to the employee breathing zone
- Air inside the specific respirator being tested is sampled while the employee performs the designated exercise (normal breathing, deep breathing, turning head side to side, moving head up and down, talking, grimacing, bending over, and normal breathing)
- Ambient air is sampled by the TSJ PortaCount close to the employee breathing zone

The TSI PortaCount then uses the following formula to determine the fit factor:

\[
\frac{\text{[Ambient I (particles/per cubic centimeter) + Ambient 2 (particles/cubic centimeter)]}}{\text{Reading in the Respirator (particles/cubic centimeter)}}
\]

The overall fit factor for all of the individual exercises is then calculated as follows:

\[
\frac{1}{1/E1FF + 1/E2FF + 1/E3FF + 1/E4FF + 1/E5FF + 1/E6FF + 1/E7FF}^7
\]

The resultant fit factor is what is used to indicate whether the employee can or cannot wear the specific respirator being fit tested.

The comparison of Fit Factors:

<table>
<thead>
<tr>
<th>OSHA</th>
<th>APHIS</th>
<th>Respirator</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>100</td>
<td>N95 &amp; P95</td>
</tr>
<tr>
<td>100</td>
<td>500</td>
<td>N100 &amp; P100</td>
</tr>
<tr>
<td>100</td>
<td>1000</td>
<td>1/2 Face APR</td>
</tr>
<tr>
<td>500</td>
<td>5000</td>
<td>Full Face APR</td>
</tr>
<tr>
<td>500</td>
<td>1000</td>
<td>SCBA Face Piece</td>
</tr>
</tbody>
</table>
## Equipment based on (PPE) Levels

<table>
<thead>
<tr>
<th>To protect:</th>
<th>Level D</th>
<th>Level C</th>
<th>Level B</th>
<th>Level A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skin (dermal)</td>
<td>Inner barrier: Street clothes</td>
<td>Inner barrier: Environmental temperature dependent Street clothes/scrubs to insulated coveralls</td>
<td>Inner barrier: Totally-encapsulating chemical-protective suit</td>
<td>Outer barrier: Disposable protective suit, if warranted</td>
</tr>
<tr>
<td></td>
<td>Outer barrier: Coveralls, scrubs or other protection</td>
<td>Outer barrier: Hooded chemical-resistant clothing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skin - specifically hands</td>
<td>Disposable gloves</td>
<td>Disposable gloves, chemical-resistant outer &amp; inner gloves</td>
<td>Cut resistant gloves, if warranted</td>
<td>Cut-resistant gloves, if warranted</td>
</tr>
<tr>
<td></td>
<td>Cut resistant gloves, if warranted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respiratory</td>
<td>Air purifying respirator (APR)</td>
<td></td>
<td>Safe-contained breathing apparatus (SCBA)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Full-mask for unknown hazards &amp; zoonoses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Half-mask for non-zoonotic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eyes</td>
<td>Goggles, face shield</td>
<td></td>
<td>SCBA</td>
<td></td>
</tr>
<tr>
<td>Footwear</td>
<td>Boots or shoes appropriate to perform duties</td>
<td>Chemical-resistant steel toe boots</td>
<td>Chemical-resistant steel toe boots over encapsulating suit</td>
<td></td>
</tr>
</tbody>
</table>

**Known hazard**
- No risk of skin contamination
- No risk of inhalation
- No risk of hazardous material contact

**Unknown hazard**
- Skin contamination imminent
- Respiratory exposure imminent
- Eye exposure imminent
Unit 10: Personal Preparedness and Business Contingency Planning
Unit 10: Personal Preparedness and Business Contingency Planning

RESOURCES

Resources for Pet Preparedness

Pet First Aid Supplies Checklist-AVMA: http://www.avma.org/firstaid/supplies.asp


Pet Disaster Preparedness-ASPCA: http://www.aspca.org/pet-care/disaster-preparedness/

Planning for Pet Disaster Needs- FEMA: http://www.fema.gov/plan/prepare/animals.shtm

Basic Disaster Supplies-FEMA: http://www.fema.gov/plan/prepare/basickit.shtm


AVMA Disaster Preparedness Site: http://www.avma.org/disaster/default.asp

Saving the Whole Family – AVMA Disaster Preparedness Series: http://www.avma.org/disaster/default.asp


Business Continuity Resources


FEMA: Business Emergency Plan – This is a fillable form to help you create a business continuity and disaster preparedness plan: http://www.ready.gov/america/_downloads/sampleplan.pdf

Planning Resources for Animal Facilities


American Kennel Club

American Radio Relay League

American Society for the Prevention of Cruelty to Animals

American Veterinary Medical Association (AVMA)


Animal and Plant Health Inspection Service, U.S. Department of Agriculture (USDA APHIS)


Introduction to Animal Emergency Management

References


Centers for Disease Control and Prevention (CDC)


Radiation Emergencies: http://www.bt.cdc.gov/radiation/

Congressional Budget Office

Emergency Management Assistance Compact (EMAC) website: http://www.emacweb.org/

Emergency Management Institute (EMI), Federal Emergency Management Agency
Introduction to Incident Command System, ICS 100 (ICS-100.b). http://training.fema.gov/emiweb/is/is100b.asp

IS-235a: Emergency Planning (May 2010). http://training.fema.gov/emiweb/is/is100b.asp


Federal Emergency Management Agency (FEMA)


Introduction to Animal Emergency Management

References


National Library of Medicine (NLM)


Occupational Safety & Health Administration (OSHA).


Introduction to Animal Emergency Management

References

U.S. Department of Homeland Security (DHS)


U.S. Department of Transportation

