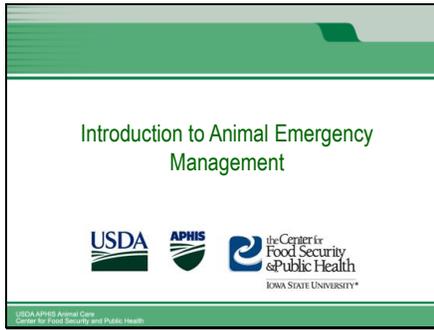
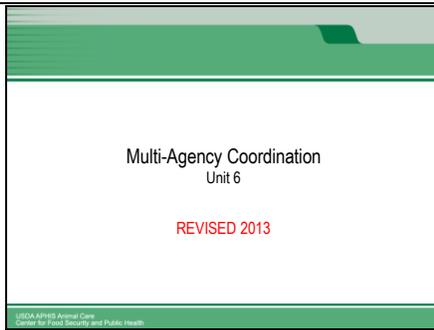


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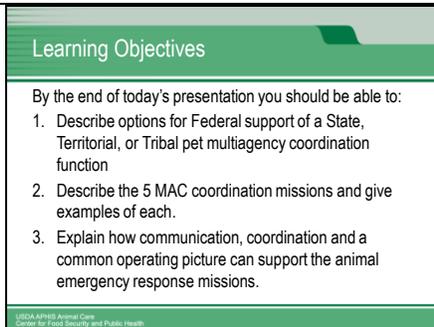


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Welcome to Unit 6 in the Introduction to Animal Emergency Management Course. Before attending today's session you should have completed Unit 5: Federal Support of State and Local Responses on the web. Today's presentation will expand on the concepts you learned in Unit 5 by using scenarios to illustrate how state and local jurisdictions can obtain resources and support from the federal government and other outside sources. Today's session will provide additional information on the role of APHIS Animal Care in supporting response at all levels.

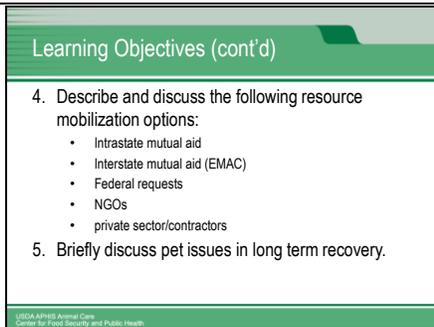
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Objectives - By the end of today's presentation you should be able to:

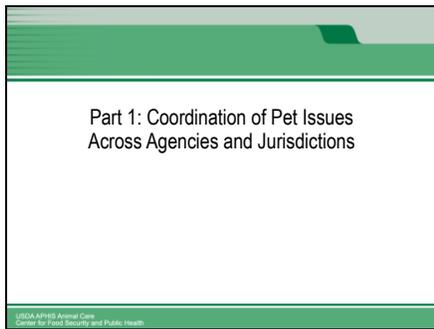
- Describe options for Federal support of a State, Territorial, or Tribal pet multiagency coordination function
- Describe the 5 MAC coordination missions and give examples of each.
- Explain how communication, coordination and a common operating picture can support the animal emergency response missions.

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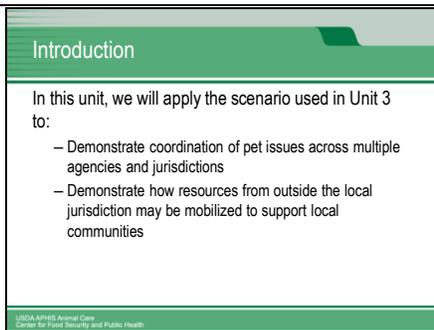


- Define and discuss the following resource mobilization options: intrastate mutual aid, interstate mutual aid/EMAC, Federal requests, NGOs, private sector/contractors.
- Briefly discuss pet issues in long term recovery.

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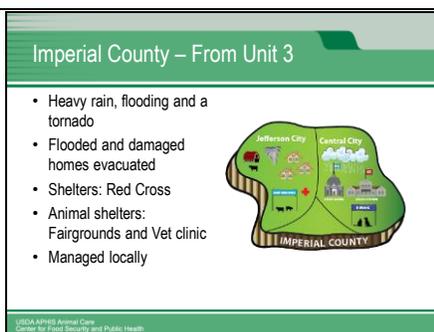


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For the first part of this presentation we will return to the scenario from Unit 3 and use it to aid in the discussion of how coordination of pet issues across multiple agencies and jurisdictions can be accomplished and to demonstrate ways in which local jurisdictions can obtain additional resources from the outside to support a response.

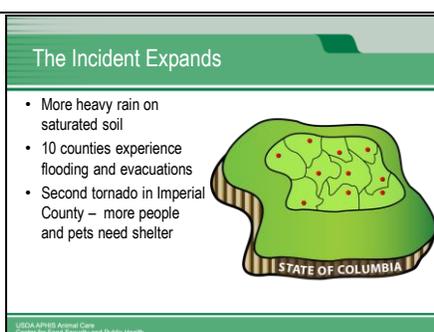
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**Background review – From Unit 3:**  
In mid-June, Imperial County, State of Columbia experienced heavy rain and flooding in Central City and several smaller outlying towns. A tornado touched down near Jefferson destroying homes and damaging a dairy and local Co-op building. Central City and Imperial County have a unified Incident Command. The ICP is in the Central City Police Station and the EOC is located in the County Courthouse.

Flooding and storm damage resulted in the evacuation of numerous homes. The Red Cross set up shelters at the county Fairgrounds and in Jefferson. Animals are sheltered at the Fairgrounds, the Jefferson Veterinary Clinic and the Central City Humane Society. So far, Central City and Imperial County have managed this response with locally available resources.

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It is now a week later and continued heavy rain on the saturated soil over the past week has resulted in severe flooding affecting 10 counties in the State of Columbia. A second tornado has damaged homes in Imperial county and more people and their pets need shelter.

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**Local Response**

- Local disaster declarations in 10 affected counties
  - Access to local emergency funds
- Each county own ICP and EOC
- Resources becoming exhausted
- Governor makes State Emergency Declaration
  - Access to state emergency funds

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Each county made a local disaster declaration, allowing access jurisdictional funds reserved for emergency situations.

Each county established an Incident Command Post and Emergency Operations Center to manage the local response and coordinate resources and support.

The Governor issued a State Declaration of Emergency. This allows the State to support local communities and provides access to State emergency funds.

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**State Support of Animal Issues**

- Primarily through State ESF #11
  - Led by Columbia Dept. of Agriculture
- ESF 11 has a seat at the State EOC
- Animal Health Division (State Veterinarian) leads support for domestic animal issues

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The State of Columbia ESF #11, which is led by the Columbia Department of Agriculture, supports animal issues. Under the Columbia Emergency Response Plan the Animal Health Division (State Veterinarian) supports domestic animal issues overall. The State wildlife agency would likely be the lead for wildlife issues in each state.

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**State Pet Plan**

- Draft plan to coordinate pet issues through State EOC
- State Veterinarian has lead for all domestic animal issues
- Columbia State Animal Response Team supports pet issues under the State Veterinarian



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Under this plan the State Veterinarian is assigned the lead for domestic animal issues through State ESF #11. The Columbia State Animal Response Team program supports pet issues under the direction of the State Veterinarian and may be asked to provide a representative at the State EOC when needed.

*Photo: FEMA: Ty Harrington*

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**Presidential Declaration**

- Governor requests Presidential Disaster Declaration
- FEMA makes Preliminary Damage Assessment (PDA) Supports declaration
- Presidential Declaration issued: 10 counties
  - Public Assistance
  - Individual Assistance

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With the scope of the flooding and the number of counties involved, Columbia will not have sufficient resources to manage this response. The Governor has asked the President for a Presidential Disaster Declaration. FEMA conducted a Preliminary Damage Assessment (PDA) and it supports a Presidential Declaration.

A Presidential Declaration is made allowing both Public Assistance (PA) and Individual Assistance (IA) in all 10 counties. Governments and individuals are eligible for specific forms of FEMA assistance in response and recovery.

In reality, the declaration process takes a variable length of time, but in this case we will simply the situation by stating that the declarations are now in place.

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**FEMA Enters Response**

FEMA:

- Activates Regional Response Coordination Center (RRCC)
- Opens Interim Operating Facility (IOF) near State EOC
- Activates ESF #11: Agriculture and Natural Resources
  - ESF #11 Desk officers assigned to RRCC and IOF
  - ESF #11 activates other personnel as necessary



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After the Presidential declaration is issued, FEMA activates the Regional Response Coordination Center (RRCC), which is the FEMA location for an entire multi-state region, and sets up an Interim Operating Facility (IOF) in Capital City, near the Columbia EOC. In a few days, the IOF will transition and become the Joint Field Office (JFO) which will manage support for response and recovery over an extended period.

FEMA activates ESF #11 and ESF#11 Desk Officers are assigned to the RRCC and the IOF.

Pet SMEs from APHIS are not automatically mobilized to support Federal ESF 11, but are activated on a case by case basis, depending on situational needs.

Photo: FEMA: Bob McMillan

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**APHIS AC Mission Assignment**

ESF #11 activates an AC SME to the IOF

You learn:

- State is requesting assistance coordinating and supporting household pet issues.
- State EOC is crowded
- Conference room available at State Vet's office



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An APHIS Animal Care pet SME is assigned to the ESF #11 Desk at the IOF. This could be based on a perceived need by the ESF 11 Desk Officer, a request from FEMA, or a request from the State.

You are an APHIS AC employee and have been assigned to the ESF #11 Desk at the IOF as an Animal Care Subject Matter Expert.

In discussions with your State counterparts, you find that they need help coordinating and supporting issues related to household pets. They tell you that the Columbia EOC is crowded with no room to add additional personnel. You learn that the State Veterinarian's office in the Department of Agriculture building has a large conference room available.

Photo: USDA APHIS: A. Eaglin

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**Options?**

List some actions that would support Columbia's efforts on household pets and other animals.

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**Note to Presenter:** Allow participants time to complete worksheet section listing things they can do to assist the State's response efforts.

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Options for pet support

- Add AC SME(s) to a State pet coordination team
- Establish joint State-Federal pets coordination team
- Create a broader animal coordination team (all animal types) under state or joint leadership
- Establish a Federal-led pets coordination/support team at IOF with a state point of contact

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Here is a list of possible options:

- Add one or more AC SMEs to a State pets coordination team to support communication among the State, ESF #11, and FEMA as well as support State efforts.
- Establish a joint State-Federal pets coordination team and use it unify efforts at State EOC, and IFO.
- Establish a broader animal coordination team (all animal types/agriculture) led by the State (or using a joint State-Federal lead), and provide AC SMEs and other APHIS/ESF #11 personnel to support the effort.
- Establish a separate Federal pet coordination team at IOF with a state point of contact.

All of these options would be a possible choice given the circumstances outlined in this scenario. Remember that there is no single right way to tackle these issues and the way things are done in this scenario is not the only “correct” way to accomplish the mission. The key to being effective in these situations is to know what is possible and be flexible. Let’s see what the State decided to do.

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Decision

- State ESF 11 decides to establish a jointly led State/Federal pet coordination team
- FEMA and ESF 11: confirm this is possible under existing ESF 11 Federal Operations Support Mission Assignment.
- You (an APHIS AC employee) are assigned as the Federal co-leader with a State counterpart

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Historically, the State, Tribal or Territorial jurisdiction will most often maintain the lead in animal coordination and request Federal personnel to support the mission.

In this case, however, we will use a scenario where the State of Columbia ESF 11 requests assistance in establishing a jointly led State/federal pet coordination team.

FEMA and ESF 11 determine that this can be done under the existing ESF 11 Federal Operation Support Mission Assignment

You (an APHIS AC employee) are assigned as the Federal co-leader for the pets coordination team. The actual team name would vary dramatically with the jurisdiction or incident. Any state components of pet coordination will be done under state terminology. For Federal teams, the terms Pets MAC and Household Pets Support Task Force have been discussed within FEMA, but the name is far less important than the function!

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**Multiagency Coordination Functions**

1. Interagency activities
2. Other coordination
3. Situational assessment
4. Critical resource acquisition and allocation
5. Incident prioritization

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Now that the general pets coordination team framework has been established, it's time to determine what the team will do. If we look at the General NIMS Multiagency coordination functions, they include:

General MAC functions include:

- Interagency activities
- Other coordination
- Situational assessment
- Critical resource acquisition and allocation
- Incident prioritization

Let's look at what the pets coordination team missions and tasks might include. Remember, this will vary from response to response, so there is not a single correct set of missions and tasks.

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**Scalability and Flexibility**

- MACS functions and tasks must be addressed in accordance with incident needs
  - Scalability according to what needs to be done and available resources
  - Flexibility to adapt to jurisdictional and organizational culture and processes

There are no MACS police! APHISAC personnel should focus on being helpful rather than critical.

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Next we will examine the pets coordination team interagency coordination tasks for this scenario. There are six tasks under Interagency Coordination:

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**1. Interagency Coordination**

1. Staff animal functions at EOC locations
2. Define supervisory and reporting relationships
3. Establish communication with other support functions and with external stakeholders
4. Track communications and tasks
5. Assist with jurisdictional or organizational policy level decisions
6. Support Joint Information Center/System

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- Staff animal functions at EOC locations
- Define supervisory and reporting relationships
- Establish communication with other support functions and with external stakeholders
- Track communications and tasks
- Assist with jurisdictional or organizational policy level decisions
- Support Joint Information Center/System

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Pets Coordination Team Interagency Coordination Tasks	
Task 1: Staff animal functions at EOC locations	
• State ESF 11 at the State EOC	
• Federal ESFs at JFO	
• Other locations (FEMA IMAT, local EOC assistance, etc.)	
• Pets coordination team personnel at the State Veterinarian's conference room	
– Onsite vs. offsite participation	
– Critical stakeholder representatives onsite if possible	

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The locations where pet coordination functions will take place in this scenario are:

- The State EOC via the ESF 11 desk. A pets SME from the State or APHIS could be assigned there as well if appropriate.
- The Joint Field Office: Pets SMEs may be needed within the ESF 11 and ESF 6 team.
- Other locations: While other locations are not addressed in this scenario, in some instances a pets SME could be assigned to provide coordination support with a FEMA Incident Management Assessment Team or assigned to a local EOC to help with coordination activities.
- The pets coordination team at the State Veterinarian's conference room will be the hub for pets coordination and where most personnel will be assigned. In this case, that team is functionally an extension of both the State ESF 11 desk and the JFO and interfaces with both. The team there performs work as assigned by the leadership of State ESF 11 and Federal ESFs.

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**Supervision and reporting**

Task 2: Define supervisory and reporting relationships

- Team leaders report to State ESF 11 and Federal ESF 11 (or possibly ESF 6)
- Determine internal supervisory structure for the pets coordination team
- Assign tasks and schedule

Task 3: Establish communication with other support functions and with external stakeholders

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You now need to define the group and start work. Working with your state counterpart and your State/Federal supervisors, you create the following task list.

1. Identify supporting staff and at what location they will work.
2. Determine to whom the pet coordination team formally reports.
3. Activate participation both onsite and remotely of key stakeholder.
4. Identify objectives, tasks, assignments and schedule

Staff and stakeholders could, for example, include some or all of the following:

- 1 - Co-leader of pets coordination team such as a SART director or Assistant State Vet
- 1 - State Animal Control Association rep
- 1 - State VMA rep,
- 1 - Cooperative Extension representative
- 1 (or more) Animal Care SMEs (one is co-Task force leader)
- 1 - NARSC representative
- An appropriate number of support staff or volunteers to support group activities.

The IOF will become a more permanent Joint Field Office (JFO) and from this point on, we will just use JFO.

The presence at the JFO might be limited to an AC SME who will be assigned to ensure strong communication with ESFs and agencies at the JFO and to attend meetings at the JFO. The AC SME at the JFO is likely to report to Federal ESF 11 or ESF 6.

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**Tracking**

Task 4: Track communication and tasks

- Manage communications
  - Group email, team phone number, phone log, Web EOC
  - Screen communication to avoid bottlenecks/drops
  - ICS 213 form for documenting communication
- Task tracking – critical step!
  - Web EOC, whiteboard, spreadsheet, unit log, etc.

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**Support policy level decisions**

Task 5: Assist with jurisdictional policy level decisions (not incident level policies!)

- Examples:
  - Holding periods for stray or rescued pets from the disaster area
  - Potential temporary licensing provisions for out of state veterinarians
  - Allocation of funds to incident from agencies and organizations

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One of the purposes of any EOC or coordination team is to support the incident by facilitating jurisdictional policy level decisions. In this case, if State or Federal policy decisions were needed with reference to pets at any of the local ICPs, the pets coordination unit could be tasked to help obtain such policy support or clarification.

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**Public information**

Task 6: Support Joint Information Center/System

- Provide subject matter expertise/review for public information officers
- Identify jurisdictional public information needs

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Pet issues can be a major public information concern and PIOs at the State EOC or JFO may need assistance in responding to the media or crafting appropriate public messaging. In some cases, the pets coordination team might discover a media concern that the Joint Information Center/System should respond to and can bring that to the attention of the appropriate Public Information Officer.

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**2. Other Coordination Functions**

- Establish appropriate interactions, including communication and collaboration, among animal support elements at various coordination locations
- Coordinate with elected officials
- Facilitate and effective transition to recovery

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Among the “Other coordination functions” are:

- Establish appropriate interactions, including communication and collaboration, among animal support elements at various coordination locations
  - Establish and maintain interactions with pets coordination function at local or district EOCs or among multiple incidents
  - Establish and maintain interactions as appropriate with other State or Federal entities
- Provide information to and interaction with elected officials and agency/organizational executives
- Facilitate transition to recovery

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**Recovery**

- Described by National Disaster Recovery Framework
  - <http://www.fema.gov/national-disaster-recovery-framework>
- Can take months, years, or decades
- Example pet issues include:
  - Short term and long term housing needs
  - Owner-pet reunion, adoption of unclaimed pets
  - Rebuilding community pet services (vet, kennels, etc.)
- Sustained stakeholder engagement and working with voluntary organizations is critical!

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Recovery activities follow response, but there is not a sharp line between response and recovery. Long term recovery can take months, years, or even decades. Commonly, recovery for a major disaster with a Presidential Declaration involves a 5-10 year recovery process.

Pet issues are part of the recovery process, as are other animal issues, including agriculture, animal exhibitors (such as zoos), research facilities, animal service industry (veterinarians, kennels, retail, groomers, etc.) and wildlife.

The fundamental need for recovery is to engage jurisdictional and non-governmental animal stakeholders in the recovery process. Voluntary organizations and the private sector are truly critical to the recovery process.

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**3. Situational Assessment Function**

- Information gathering
- Analysis and planning projections
  - Short term projections
  - Long-term projections
- Formal reporting
- Information sharing (less formal)

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The Situational Assessment function is composed of four general tasks:

- Information gathering
- Analysis and planning projections
  - Short term projections
  - Long-term projections
- Formal reporting
- Information sharing (less formal)

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**Information Gathering**

Formal processes:

- Situation Reports
  - Incident or EOC SitReps (ICS 209)
  - Briefings (ICS 202)
  - NARSC Member SitReps
- Spot Reports
- Press releases from Joint Information Center
- Meetings and briefings
- Reports from official field observers

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Information gathering: A common operating picture is important across all levels of an emergency response. A unified State/Federal effort might be expected to tap the following formal incident information sources:

- Situation Reports
  - Incident or EOC SitReps (ICS 209)
  - Briefings (ICS 202)
  - NARSC Member SitReps
- Spot Reports
- Press releases from Joint Information Center
- Meetings and briefings
- Reports from official field observers

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Information Gathering - Informal

- Coordination calls
  - State
  - NGO
- Media monitoring
  - TV, Radio, Internet
  - Social media (Twitter, Facebook)
- Email (e.g. list-servs)
- Interviews/informal conversations
  - Incident personnel, including NGOs and NGO networks
  - EOC personnel from other locations

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Informal information sources can be very important as well and monitoring such sources can be time consuming:

- Coordination calls
  - State
  - NGO
- Media monitoring
  - TV, Radio, Internet
  - Social media (Twitter, Facebook)
- Email (e.g. list-serves)
- Interviews/informal conversations
  - Incident personnel, including NGOs and NGO networks
  - EOC personnel from other locations

Remember, information gathering does not include responding to media, social media, or public inquiries. That process is handled by the Public Information Officer. Gathering information, however, is critical to maintaining situational awareness and identifying erroneous or dangerous reports that could interfere with incident response/support or public health and safety.

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Analysis

- Projecting course of incident in order to anticipate support needs or policy decisions.
  - Can provide short-term or long-term analysis
- Distinct from incident level analysis in the ICS Planning Section
  - Involves jurisdictional vs. incident planning
  - Can involve analysis of issues in multiple ICPs/incidents and multiple jurisdictions

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Depending on the scale and duration of the incident(s), analysis may be an important coordination function. This differs from analysis at the incident level in the Planning Section in that the analysis here is based on jurisdictional factors, not direct incident factors.

For example, if the State EOC is supporting 10 counties with declared disasters, an analysis of projected resource needs for all the incidents might lead to efforts to identify additional available resources. If the State is anticipating the need for out of state veterinary support, then an analysis might include verifying the process for granting temporary emergency licensure and consulting with the State agency with that authority.

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**Formal Reporting**

Examples of formal reporting:

- Unified daily report to State EOC and IOF/JFO
  - Daily incident summary
  - Daily status report
  - Concise bullet points for ESF reports
- Spot reports – time sensitive information
- Reports to official ESF coordination calls

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Providing a common operating picture is important across all levels of an emergency response. A unified state/federal/NGO effort might be expected to produce the following formal reports:

- Daily unified report to the State EOC and IOF/JF), which might include a daily incident summary listing pet issues, needs, challenges, and expectations for the next 24 hours and a daily status report showing pet shelters open, animals sheltered, and capacity. Depending on the state, this might be gathered from multiple sources, including county situation reports, NGOs, local sources, or the National Shelter System (NSS) database
- Unified daily report formally submitted to the State EOC and JFO and distributed within the pets coordination team stakeholder network.
- A condensed daily report may also be needed, which would include short bullet point elements to include in the overall ESF reports by the State and Federal ESFs.
- Spot reports submitted as needed to cover time-sensitive information.

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**Informal information sharing**

- Informal discussions with individual stakeholders
- Informal discussions with other ESF personnel or EOCs
- Stakeholder coordination calls
- Informal communications with incident personnel

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There is typically as much informal communication in incidents as formal. Informal communication can be great for building relationships, obtaining details and context, clarification, and assessing the nuances of dealing with individuals and organizations. The critical rule for informal communication, however, is that it should only augment and never replace formal communication!

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**Monitoring vs. Active Support**

- In some circumstances, incident level management and local support may be working very well in addressing pet and other animal issues.
- State and Federal personnel may be tasked primarily with monitoring:
  - Assures agency leadership and elected officials that issues are managed appropriately
  - Assures stakeholders – reduces likelihood of self-deployment secondary to rumors

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**Assessment & Reporting**

Importance:

- Better tactical decisions
  - Improve safety for responders, survivors and animals
- Provide public accurate and consistent information and instructions
- Reduce redundant and ineffective efforts
- Aid in prioritization of scarce resources
- Aid jurisdictional policy makers in strategic decisions

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Providing common operating picture is important to:

- Improve safety for responders, survivors, and animals through facilitating better tactical decisions
- Help provide accurate and consistent information and instructions to the public
- Reduce the potential for redundant or ineffective efforts
- Aid in more effective resource prioritization if resources are scarce
- Aid jurisdictional policy makers in making strategic decisions

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**4. Resource management**

Critical resource acquisition and allocation

1. Facilitation and support of resource requests
2. Identification and evaluation of available resources
3. Provide technical and problem solving assistance upon request to the incident or other EOCs.

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**Resource requests**

Task 1: Facilitation and support of resource requests

- Generally three categories of requests:
  - Requests from incident to an EOC
  - Requests from one EOC to another
  - Requests to FEMA or Federal agencies
- Refer to resource flow chart from Unit 5

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**Resource Support Simplified**

1. Identify what resources are available in your jurisdictional/organizational planning process
2. Develop a system to mobilize your resources
3. Understand how and where to request additional resources if internal resources are insufficient:
  - Can reach across to peers (mutual aid)
  - Can contract with the private sector or NGOs
  - Can reach "up" to next higher jurisdiction

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Another role of the pets coordination team is to provide support in locating and requesting resources. This can be done by:

- Understanding the various mechanisms for requesting resources for example, EMAC, ARF, NGO request
- Understanding the features with each type of request – how issues such as cost, payment of expenses, professional licensure, worker’s compensation are handled, and providing information and advice on the available options to aid in the decision making process.

We will examine the tasks and work through a couple of examples. Again, there are no right or wrong answers.

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Resource request formats

- Verbal with follow-up documentation
  - Example tasking NGO verbally and sending an email to confirm
- Virtual (example: Web EOC software package)
- Written via jurisdictional practices
  - ICS 213RR
  - Action Request Form (ARF) to FEMA from State EOC
  - Contracts to private sector

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There are several formats for requesting resources.

Verbal requests are common, directly or via the phone. Verbal requests should be followed up with a written or email communication in order to create a record of the request in the incident documentation. The latter issue could be important, for example, to document the action was part of the official response for purposes of State-Federal cost sharing.

Many EOCs are using software packages such as Web EOC to facilitate and document incident communication. Typically, such packages would document the resource request and reflect when the request was resolved and by what resource.

Written requests may be appropriate, based on jurisdictional policies. The US Coast Guard developed a modified ICS 213 Form (General message) to reflect a resource request. Requests to the private sector for purchase of resources typically have formal purchase order or contracting documentation. Requests for assistance from a State to FEMA typically are transmitted on an Action Request Form.

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Resource identification

Task 2: Identification & evaluation of available resources

- For active requests
- Anticipation of future requests
  - “Leaning forward”
  - A delicate balance of anticipating needs vs. “jumping the gun”

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Multiagency coordination can involve both working on active requests as well as anticipating future needs. Identifying potential resources may be useful. In some cases, resources may be put on “stand-by” or even staged nearer to the incident. EOCs may want to increase the number of coordination personnel on hand to better support the incident as the scale of need increases. Political leaders may also push to more robustly monitor and support the incident. All this can be categorized as “leaning forward”.

Leaning forward, however, is a delicate balance. Leaning forward too far, so to speak, can be seen by the incident or supported jurisdiction as a lack of confidence in their ability to manage the incident or meddling when not requested. Some interagency turbulence on this issue is relatively common in incidents.

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**Example resource requests**

In this scenario, the pets coordination team is tasked to identify sources for multiple requests received at the State EOC:

1. Total of 10 Animal Control Teams (2 officers and a truck) plus 2 Animal Control Supervisors
2. Pet shelter management team and equipment for 2 emergency animal shelters with 500 animal capacity each

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The State ESF #11 representative at the State EOC determines the following resources are needed to meet current and projected needs:

- 10 Animal Control Teams consisting of two animal control officers and one ventilated or climate controlled animal control vehicle with at least six cage compartments. Two animal control supervisors are also needed.
- Management team and equipment/supplies necessary to set up and maintain two emergency animal shelters capable of housing 500 pets each; to be collocated with congregate shelters for people at two specific locations.

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**1. Animal Control Teams**

Options for additional officers:

- Intra-state mutual aid?
- Mutual aid with other states (EMAC)?
- NGO request?
- ARF to FEMA?



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Here are four possible options for getting additional animal control officers to the response. Let's go through each option and discuss availability of personnel and the pros and cons of using each option.

*Illustration: Oriana Hashimi-Toroghi: ISU*

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**Intra-State Mutual Aid**

**Availability:**

- 3 communities have available: total of 4 AC teams and 1 supervisor

**Pros:**

- Quickly available under the State Master Mutual Aid Agreement (MAA)

**Cons:**

- Sending agency bears initial costs until another agreement supersedes

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Three communities have offered personnel: There are 4 Animal Control teams and 1 supervisor available

The Pros: Teams are quickly available under the State Master Mutual Aid Agreement (MAA)

The Cons: The sending agency bears the initial cost of deployment until another agreement is written

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**EMAC Request**

Emergency Management Assistance Compact

**Availability:**

- Entire request could be filled by other states

**Pros:**

- Terms of payment set forth in EMAC agreement.
- No long-term cost to sending agency

**Cons:**

- 1-3 days to mobilize resource

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Through EMAC, the entire request could be filled with resources from other states.

The Pros: Payment terms are set out in the EMAC agreement. The sending agencies bear no costs.

The Cons: Will take 1 – 3 days to mobilize the resource.

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**NGO Request**

**Availability**  
– NACA reports multiple ACO members willing to volunteer

**Pros**  
– Mobilize in 1-3 days

**Cons**  
– Many agencies will not allow personnel to participate without an EMAC request.  
– Volunteers may have to take vacation  
– Volunteers will not have vehicles  
– Liability for volunteers

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The National Animal Control Association (NACA) reports that many of its members are willing to volunteer.

The Pros: could mobilize in 1-3 days

The Cons: Many agencies will not allow their personnel to participate without an EMAC request  
Volunteers would have to take vacation time to participate  
Volunteers will not have appropriate vehicles  
Issue of liability for volunteers

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**ARF**

**Availability**  
– Federal representatives cannot provide ACOs/vehicles from federal roster  
– FEMA could contract for services, takes time to do so

**Pros**  
– Better option if need is protracted

**Cons**  
– Difficult and will delay filling need.

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Submitting an Action Request Form to FEMA

Availability is poor. ACOs and vehicles are not available from the Federal roster. FEMA could contract for these services, but it will take time to do this.

Pros: This is a better option if the need is protracted

Cons: This is a difficult process and it will delay filling the need.

Which of these options would you choose and why?

**Note to presenter: Allow participants time to consider their choice and reasoning.**

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**Decision**

1. Request 4 ACO teams and 1 supervisor from other communities through mutual aid
2. Place an EMAC request for 6 ACO teams and 1 supervisor
3. Evaluate additional mutual aid and EMAC offers to potentially fill future needs.

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After discussing the options and weighing the pros and cons of each, the group decides to:

- Deploy 4 ACO teams and 1 supervisor through mutual aid from other communities in Columbia immediately to areas with greatest need.
- Place an EMAC request for 6 teams and one supervisor
- Screen mutual aid and EMAC offers for any future needs

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**Request 2: Emergency Shelters**

- Management teams, supplies, equipment:
- 2 emergency animal shelters: 2 locations
- Each shelter 500 animals
- Collocated with congregate shelters for people



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The third request from the State EOC and State ESF #11 coordinator is for management teams and equipment and supplies to establish and maintain 2 emergency animal shelters at two specified locations each capable of housing 500 animals to be collocated with congregate shelters for people.

The next slides evaluate the options available.

*Photo: Scott Bauer: USDA:APHIS*

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**In-State Mutual Aid**

**Availability**

- All mobile shelter caches are in use
- Volunteers are available, but no trained management teams

**Pros**

- Can support locations that have animal shelter management teams already with volunteers

**Cons**

- Additional concerns that currently deployed teams need relief soon.

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All the in-state mobile shelter caches are in use. Volunteers are available, but there are no trained management teams.

The Pros: Could use volunteers to supplement locations that have animal shelter management teams

The Cons: The teams that are currently deployed may need relief soon

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**EMAC**

**Availability**

- Resource should be available

**Pros**

- Deep pool of mobile caches and trained teams from EMAC states nationally

**Cons**

- State bears cost
- Possible to seek FEMA PA grant to offset cost

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EMAC has resources available.

The Pros: EMAC has a deep pool of mobile caches and trained teams from EMAC members across the nation

The Cons: The requesting state bears the cost, however, can seek a FEMA PA grant to offset the cost

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**NGOs**

**Availability**

- 3 national NGOs already at full capacity at site
- 2 NGOs available, but only able to manage 1 shelter
- 2 caches available for delivery in 24 hours

**Pros**

- Highly qualified personnel
- Lower cost to state
- On-site in 1-2 days

**Cons**

- Only 1 team available



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NGOs – Three National NGOs are already working at full capacity at the site. Two additional NGOs are available, but they are only able to manage one shelter. PetSmart charities has 2 caches are available for delivery within 24 hours.

The Pros: NGOs have highly qualified personnel, done at lower cost to State, can be on-site in 1-2 days.

The Cons: Only enough personnel to manage 1 shelter

*Photo: Christy Petersen: ISU*

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**Federal**

**Availability**

- Federal personnel could manage a shelter, but not experienced at task (example Animal Care PRT)
- IA-TAC contractor support if no other resources available

**Pros**

- FEMA can purchase/deliver supplies in a few days

**Cons**

- No current Federal pet sheltering cache/teams
- Potentially high cost alternative for State/local

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Under a federal request, FEMA can mobilize APHIS AC for management support or technical assistance. An IA-TAC contractor can be arranged to provide support if no other resources are available.

The Pros: Supplies can be purchased/delivered in a few days, Animal Care PRT can manage the shelter if needed

The Cons: APHIS AC has no cache, it takes a few days to get this up and running. This is potentially a high cost alternative for the State.

**Note to Presenter: After presenting all the options, let the participants have some time to decide what option they would recommend.**

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**Decision**

- Engage available national NGOs management team and local volunteers to fill one request
- Place EMAC request for additional animal shelter management team
- PetSmart Charities will provide two trucks with supplies. ARF for remaining supplies.
- ARF request for 4 technical assistance SMEs from APHIS AC; 2 to each site

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The team reached a consensus and decided to:

- Engage the two available national groups for management teams and volunteers and supplement with local volunteers.
- Request two animal sheltering kits of equipment and supplies via an ARF to FEMA.
- Place an EMAC request for an additional animal shelter management team and staff.
- Place an ARF request for 4 technical assistance SMEs from APHIS Animal Care and deploy 2 to each site.

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**Task #3: Incident Prioritization**

- Jurisdictional or organization prioritization resource assignment when there are not enough resources to meet all needs in a timely manner.
- Prioritization by:
  - Incident priorities: life safety, incident stabilization, property preservation, environmental, economic factors
- If incident needs cannot be initially met, continue to search for alternatives!

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An important role of the Pets Coordination Unit is to provide a connection between experts and resources at a state, regional or national level that can assist with issues arising during the response. This is accomplished through communication and collaboration. Here are a couple of examples to illustrate how this might work.

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**Technical Assistance & Problem Solving**

Task 4: Technical Assistance & Problem Solving

Maintain "reach back" to local, State, regional or national subject matter experts on animal issues.

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Imperial County is concerned about pets exposed to flood waters and requests information regarding best practices for managing potential zoonotic disease risks. They contact the State ESF 11 for guidance.

What can the Pets Coordination Unit do?

**Note to Presenter: Allow participants time to think about solutions before moving to next slide**

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**Pet decontamination question**

- Imperial County concerns about pets exposed to flood water.
- Asks State ESF 11 for guidance
  - Decontaminating pets
  - Managing potential zoonotic disease risks
- How can pets coordination team help when tasked by ESF 11?

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Possible Options

1. Involve State public health and CDC officials to provide an answer
2. Engage network of experts to provide guidance.
  - Potential sources:
    - CDC/State Public Health
    - AVMA and/or State VMA
    - Veterinary Medical Colleges (toxicology)
    - NASAAEP Best Practices Working Group: Animal Decontamination

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Involve State public health officials and CDC to provide a clear answer.

Rapidly engage a network of experts to either provide existing guidance documents or put together a reference based on information from:

- CDC/State Public Health
- AVMA/State VMA
- Veterinary Medical Colleges (veterinary toxicologists)
- NASAAEP Best Practice Working Group on Animal Decontamination

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Transport question

- Johnson County CART Coordinator concerned
  - animals moved in cargo trucks during evacuation of county animal shelter.
  - Upon arrival: 2 dead, others weak and lethargic
  - Is it the heat?
  - Is it something else?
- State ESF 11 asked about this issue.
- What can Pets Coordination Unit do?

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The Johnson County CART coordinator is requesting assistance from State ESF 11 to address a concern arising from the evacuation of animals from the county animal shelter.

The animals were moved in rented cargo trucks to a shelter 30 miles away; a trip of over 45 minutes. Upon arrival, two animals were dead and many seemed lethargic and weak. The CART Coordinator would like help in determining what caused this problem? Was it the heat or something else?

What can the Pets Coordination Unit do to address this issue?

**Note to presenter: Allow participants some time to consider their responses before moving to next slide.**

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Possible Options

- Arrange a consultation with Animal Care SMEs and AC's biophysiology expert
- Contact SMEs at the Veterinary Medical College
- Discuss possibility that the trucks' air-tight cargo space may be the cause and recommend other transportation options or ways to mitigate the problem.

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- Arrange a consultation with AC SMEs and AC's biophysiology expert.
- Engage SMEs at a Veterinary Medical College
- Discuss the possibilities, including the possibility that the truck's air-tight cargo space may be the cause of death and illness. Recommend other transportation options and/or mitigating procedures to avert future problems.

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Summary of coordination functions

At Federal level, Pets/AWA regulated facility mission support includes:

1. Interagency activities
2. Other coordination
3. Situational assessment
4. Critical resource acquisition and allocation
5. Incident prioritization

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### Conclusion

1. Describe options for establishing a pet multiagency coordination function at the State and/or Federal level.
2. Describe the 5 MAC coordination functions and give examples.
3. Explain how communication, coordination and a common operating picture can support the animal emergency response missions.
4. Describe and discuss the following resource mobilization options:
  - Mutual aid, EMAC, Federal requests, NGOs, private sector/contractors
5. Discuss concerns related to pets during long term recovery.

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You should now be able to

- Describe options for establishing multi-agency pet coordination at the state and federal level
- Describe the 5 MAC coordination functions and provide examples
- Explain how communication, coordination and a common operating picture can support the animal emergency response missions
- Describe and discuss resource mobilization options including: mutual aid, EMAC, Federal requests, NGOs and private sector/contractors
- Discuss concerns related to pets during long term recovery.

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### Questions?

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### Acknowledgements

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