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

**Current Best Practices in Animal Emergency Management**

# Incident Command and Coordination

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# Preface

The evolution of disaster response over the last decade was the catalyst for revising animal emergency management practices. The United States Department of Agriculture's (USDA) Animal and Plant Health Inspection Service Animal Care funded a cooperative agreement with the University of Kentucky.

This agreement was to collaborate with the National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP), the National Animal Rescue and Sheltering Coalition (NARSC), the American Veterinary Medical Association (AVMA), and other key stakeholders to update, consolidate, and create animal emergency management best practices.

The 2023 NASAAEP Current Best Practices in Animal Emergency Management documents are the result of extensive work by subject matter experts (SMEs) over a 24-month period. Document topics and content development were guided by the Best Practices Working Group (BPWG) Steering Committee and subjected to a rigorous external peer review process. The documents include:

- Incident Command and Coordination
- Planning and Resource Management
- Community Engagement and Outreach
- Animal Search and Rescue
- Disaster Veterinary Medical Response
- Decontamination
- Household Pet Evacuation and Transportation
- Equine Evacuation and Transportation
- Mass Care and Sheltering

NOTE: Links to external resources are denoted by underlined text.

The core planning team gratefully acknowledges the significant contributions of everyone who provided time, expertise, and resources for the development and review of these documents.

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## Intended Audience

The intended audiences for these best practices are:

- Emergency managers who need help in assimilating animal response into their incident response.
- Authorities Having Jurisdiction (AHJ), such as animal control agencies or other animal agencies designated in the jurisdictional emergency operations plan responsible for managing the animal response and recovery.

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## How to Play by the Rules

The Federal Emergency Management Agency (FEMA) outlines in its planning tools and doctrine a coordinated system of response that all people, including animal responders, assisting in disaster should follow. This information can be accessed through the following links:

- National Incident Management System | FEMA.gov
- National Preparedness Goal | FEMA.gov
- National Response Framework | FEMA.gov

Additionally, the National Incident Management System (NIMS) doctrine requires both baseline training for all responders and additional training as the responder's role increases in seniority. Many of these courses are available online and others are offered through the Emergency Management Institute in Emmitsburg, Maryland, and other FEMA locations, and state emergency management agencies.

It is incumbent on those wishing to participate in an emergency response to ensure they are fully trained and equipped, and have the required expertise, to operate safely within the disaster area.

All responders are required to complete the *Introduction to Incident Command* (IS 100) and the *Introduction to the National Incident Management System* (IS 700) to understand the basic principles of Incident Command and Coordination.

These courses can be accessed through the following links:

- FEMA - Emergency Management Institute (EMI) Course | IS-100.C: Introduction to the Incident Command System, ICS 100
- FEMA - Emergency Management Institute (EMI) Course | IS-700.B: An Introduction to the National Incident Management System

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## The National Incident Management System: Scope and Application

America faces a variety of natural, technological, and national security hazards that pose a significant threat to the people of the nation. They include, but are not limited to:

- Hurricanes/typhoons
- Severe storms
- Tornadoes/microbursts/derechos
- Freezes
- Winter storms
- Floods
- Dam failures
- Earthquakes
- Water shortages/droughts
- Wildfires
- Disease outbreaks
- Nuclear power plant incidents
- Transportation and other hazardous materials (HAZMAT) incidents
- Power grid incidents/outages
- Industrial accidents
- Chemical/biological threats
- Terrorist incidents
- Nuclear attacks
- Civil disturbances or riots
- Cyber attacks
- Resource shortages

National Incident Management System (NIMS) is outlined in the FEMA doctrine and provides a single, coordinated system of emergency response within the United States and its territories. NIMS applies to all stakeholders with incident management and support responsibilities. The audience for NIMS includes:

- Emergency responders and other emergency management personnel
- Non-governmental organizations (NGOs), such as faith-based, non-profit, and community-based groups
- The private sector
- Elected and appointed officials responsible for making decisions regarding incidents

The scope of NIMS includes all incidents, regardless of size, complexity, or scope, and planned events (e.g., sporting events).

Incident management priorities include saving lives, stabilizing the incident, and protecting property and the environment. To achieve these priorities, incident personnel apply and implement NIMS components under the principles of flexibility, standardization, and unity of effort.

## Managing Animal Issues in Emergencies and Disasters

The responsibility for the protection of citizens typically rests with their chief elected official. This authority may be delegated to a local emergency management director, police chief, fire chief, or other individual who would act as the Incident Commander of an incident management team.

Emergency incidents, especially large disasters, will require many agencies and organizations to respond effectively to the many impacts. Coordination of all the agencies and response resources is carried out by incident management teams that follow Incident Command System (ICS) principles. These principles have been accepted across the United States and are part of the National Incident Management System.

ICS provides information on how to organize the response and support the management team so that all available resources can be used effectively to address the incident impacts. The ICS courses referenced above provide a great overview of these management principles and ICS approach.

The jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and federal boundary lines) or functional (e.g., law enforcement, public health). The lead agency with jurisdictional authority over an incident is typically spelled out in law, code, or regulations.

Most disasters occur and are normally addressed initially – or wholly, in smaller incidents – at the local level. The community's response to the incident will be determined by their level of preparedness, training, and effectiveness of their Emergency Operations Plan (EOP). An EOP is essential and provides information and actions to be taken so that citizens, property, and animals will be protected in natural or technological emergencies.

**Key Point 1**
The EOP should identify the agency that has jurisdictional authority for animals in a community. This agency is oftentimes referred to as the Lead Agency or the Authority Having Jurisdiction (AHJ) and is established statutorily, through regulation, or a written delegation of authority. The lead animal agency is responsible for managing the animal response. Refer to the *NASAAEP 2023 Current Best Practices in Animal Emergency Management Planning and Resource Management* document for additional information.

Within every community or recognized geographic region managed by a form of government, there will be an AHJ responsible for the care of animals following a disaster. In most communities, the AHJ is the animal control agency. Some cities and counties may opt to separate animal control from sheltering and even have different oversight for each function – for example, law enforcement may oversee animal control with public health overseeing animal sheltering.

In smaller communities, animal control may be contracted out to another county's animal control agency or an NGO, such as a humane society. Animal control responsibilities could also default to law enforcement or emergency management during a disaster. It's important to note that even if an agency has animal control responsibilities, that same agency may not have animal rescue responsibilities following a disaster.

In large-scale disasters, the animal AHJ might get pulled away from animal responsibilities to address human issues. If this is the case, authority should be delegated as appropriate to ensure management of the animal issues in the disaster.

In many disasters at the community and local level, the AHJ is responsible for coordinating and directing the animal response. As mentioned previously, for companion animals that is most often local animal control, whereas commercial livestock and wildlife more typically fall under state agencies, such as Agriculture and Fish and Wildlife. Jurisdictional authority may be at the facility level if the incident is contained in an animal facility such as a zoo or research laboratory. Every community is different, so refer to your community's EOP to confirm the appropriate authority.

The AHJ is ultimately responsible for integrating into the overall response and setting up an effective response structure to meet the needs of the incident for their agency and for supporting and assisting agencies. The AHJ in coordination with Incident Command and the Emergency Operations Center (EOC) will determine animal response incident priorities and objectives. In addition, the AHJ and Emergency Management Agency (EMA) will be responsible for activating any agreements that are in place and coordinating any outside, requested response agencies.

Roles and responsibilities for the incident response are determined at the lowest jurisdictional level and documented in the local EOP. NGOs often play a key role in response and recovery while assisting the local jurisdictions. Ideally, emergency management has already developed the EOP in concert with animal control agencies, veterinary services, and the various shelters and businesses in the community that might deal with animals on a day-to-day basis.

Many states have organized animal response teams at the state (SART) and county/community (CART) levels. Further, some have organized veterinary resources into veterinary medical response teams that can be activated during an emergency. These response teams are staffed by trained animal responders actively engaged in the community and deployable by emergency management to meet anticipated response needs, with their response roles spelled out in the jurisdiction's EOP.

The AHJ is often responsible for oversight of the animal evacuation, rescue, and sheltering missions. To be able to adequately cover those missions, possibly in an Animal Response Branch and subsequent divisions/groups and units, the AHJ will be dependent on local volunteers such as the CART and other pre-identified local resources (Community Emergency Response Teams (CERT), animal welfare groups) and outside non-governmental organizations (through mutual aid agreement) to assist.

**Key Point 2**
All responders should be officially deployed by the jurisdictional Incident Command and assigned a role or mission. Self-deployment without being integrated into the ICS can cause major conflicts and impact human safety. Prior approval for deployment is often necessary for seeking expense reimbursement.

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# Assimilating Animal Issues into Response and Recovery

## Establish the Baseline

Planning and preparedness activities should include animals within your jurisdiction's Threat and Hazard Identification and Risk Assessment (THIRA). This provides a pre-incident knowledgebase of:

- The animals in your jurisdiction.
- The issues they are likely to pose in emergencies.
- The response resources and capabilities, which might be needed to address the anticipated response issues.
- Anticipated gaps in response to capacity or capabilities.

Effective risk assessment, planning, and preparedness by a jurisdiction assesses anticipated response needs, identifies available response resources, anticipates potential gaps in response capacity and capabilities, and executes mutual aid agreements with other responders able to fill those gaps to build community resiliency. Refer to the *NASAAEP 2023 Current Best Practices in Animal Emergency Management Planning and Resource Management* document for additional information.

## Set Priorities

Whether an incident is imminent or has just occurred, your assessment is a critical first step to ensuring that limited resources are appropriately prioritized and that the most critical response needs are addressed first. You'll need to collect any available information about impacts on animal populations and any animal response needs, "ground truth" it to the extent possible, analyze the information, and begin to determine what resources are needed for your response.

The goals of an effective assessment are to ensure that you can effectively prioritize animal response needs and anticipate any potential cascading effects that might be caused by animals and ideally prevent or mitigate them.

Assessment is an ongoing function throughout the entire response and recovery life cycle. As you evaluate animal needs, consider these animal types:

1. Companion animals, including pets, service animals, and assistance animals.
2. Livestock, including food or fiber animals and domesticated equine species.
3. Wildlife, captive wildlife, and zoo animals.
4. Laboratory animals.

**Key Point 3**
Take an "all hazards/all species" approach to your assessment to ensure that you are considering the full landscape of animal issues you may confront in a disaster.

## Typical Animal Response Needs

### Evacuation Support

Moving people and their animals out of harm's way, when feasible, supports human evacuation from unsafe areas. People with pets, service and assistance animals, and backyard livestock may need evacuation support to leave timely. Without animal evacuation support, people unable to self-evacuate may choose to stay with their animals, even if it is unsafe to do so.

Animals housed at facilities, such as stables, kennels, zoos, aquariums, and research facilities, will generally be evacuated according to the facility's emergency plan. Some large zoos or research facilities may opt to shelter-in-place in many incidents, evacuating only as a last resort. Animal evacuation support may be needed if animals:

- Have high intrinsic value, including protected or endangered species, and economic or research value.
- Would pose a public or responder safety risk if they were to escape their enclosures.

Often, animal shelters will seek to move adoptable animals out of the affected area pre-incident or as soon as possible after an incident occurs to open kennel space for animals affected by the disaster. Many shelters already transfer animals routinely and are well-networked to accomplish this. Refer to the *NASAAEP 2023 Current Best Practices in Animal Emergency Management Evacuation and Transportation* document for additional information.

### Animal Transport

Animal transport is an ongoing response need that supports virtually any animal response activity listed below as animals invariably need to move. This can be either singly or in groups, from point A to point B throughout the incident. Examples include the transport of animals from ASAR lily pads to shelter, shelter to shelter, or shelter to veterinary hospital and back. Refer to the *NASAAEP 2023 Current Best Practices in Animal Emergency Management Household Pet Evacuation and Transportation* and *NASAAEP 2023 Current Best Practices in Animal Emergency Management Equine Evacuation and Transportation* documents for additional information.

**Animal Search and Rescue**

Animal search and rescue (ASAR) refers to the retrieval of animals (and sometimes their caretakers/owners) from unsafe areas (e.g., compromised structures, flooded areas, fire areas). This should be accomplished by responders who have the training and expertise to operate safely in disaster environments and should be conducted as part of (or in conjunction with) human rescue efforts, all part of and supported by the official response.

ASAR operations often require support activities including the capability to receive reports/requests for animals needing retrieval, staging areas at the edge of the operational area (often called “lily pads”) to receive and potentially triage animals, transportation to move the animals from the lily pad to safe housing (including veterinary or rehabilitation care, shelter facilities, etc.), and reunification services to reunite animals with their legal owners. Eventually, reunification services assist in helping the animal return to its home or a new home. Assessment of the animal should be conducted based on its status at each of the steps of the search and rescue process. Collection and maintenance of information about the animal should also be preserved through each of the steps to maintain records about the animal, its condition, where it was retrieved, whether it remained in situ, and “chain of custody” if an animal is separated from its owner at any stage in the rescue process.

Refer to the *NASAAEP 2023 Current Best Practices in Animal Search and Rescue* and the *Evacuation and Transportation* documents for additional information.

**Mass Care and Sheltering**

Mass care for animals looks a lot like mass care for people, as all species of animals need food, water, and a safe place to stay during emergencies. A basic premise with animal care is that containment is key. It is much easier, and generally safer, to address animal needs if the animals – excluding wildlife – are appropriately contained.

Congregate sheltering may include sheltering people and animals together (cohabitated or collocated sheltering), or only animals. In smaller-scale emergencies, existing infrastructure (community animal shelters, veterinary hospitals, etc.) may suffice to meet sheltering needs. In larger incidents, it’s often necessary to set up emergency animal shelters for pets and backyard livestock.

Non-congregate sheltering (hotels, for example), if pet-friendly, allows families to keep their pets with them. Families may need crates, food, bowls, litter, and other supplies they were unable to bring with them as they evacuated.

Shelter-in-place support involves providing food and other essential care items to people who are sheltering in their homes but may be without normal access to stores or other support due to the emergency.

Feed-in-place support involves feeding animals in situ and not removing them from the area they are in if it is deemed that it's safe to do so. Feed-in-Place Support is often done for livestock and might be an option for other animals when ASAR teams determine that it is safer for the animals to be supported in place than to try to relocate them to a shelter.

In both congregate and non-congregate sheltering solutions, as well as shelter-in-place and feed-in-place support, providing basic veterinary care is essential to mitigating animal health issues.

Congregate animal facilities (such as zoos, aquariums, research facilities, etc.) with large numbers of animals will often elect to keep a "ride-out team" in place to care for the animals through the emergency. Knowing which animal facilities have human care teams on-site during an emergency enables emergency management to safeguard and potentially provide mass care support for the people who have remained in place to care for the animals. Refer to the *NASAAEP 2023 Current Best Practices in Animal Emergency Management Mass Care and Sheltering* document for additional information.

**Disaster Veterinary Medical Response**

Veterinary care is essential to protecting both human and animal health. It should be a component of any response activity to triage and treat animals found roaming, animals coming into shelter settings or animals maintained with shelter-in-place or feed-in-place support. Herd health principles are particularly important in mitigating the potential for disease spread in congregate animal settings. Refer to the *NASAAEP 2023 Current Best Practices in Animal Emergency Management Disaster Veterinary Medical Response* document for additional information.

**Decontamination**

Animals may need bathing or more intensive decontamination if exposed to contaminants as a result of the emergency, and to prevent or mitigate contaminating or re-contaminating humans. Refer to the *NASAAEP 2023 Current Best Practices in Animal Emergency Management Decontamination* document for additional information.

**Debris Management**
Animal carcasses should routinely be removed with other debris unless, due to the circumstances of the incident, they need special removal and processing. Any special handling requirements for the removal of animal carcasses should be determined by public health or animal health authorities.

**Security**
Providing security at all animal locations is essential to maintain a safe and secure environment for people and animals. Owned animals are considered property, and appropriate security measures should be in place to ensure that people separated from their animals can be reunited with them when safe to do so.

**Supply Chain Support**
When supply chains are disrupted, emergency managers may need to intercede to ensure essential commodities (food, water, fuel, etc.) are provided to animal facilities to mitigate animal losses.

Animal industries (e.g., agriculture, research facilities, zoos, aquariums) often have redundant systems to ensure continued operations during emergencies but may not (due to the circumstances of the disaster) be self-sufficient. They may require support from emergency management to prevent significant animal losses and resulting long-term community impacts.

**Donations Management**
People want to help in a disaster and many individuals want to donate to help animals. People or organizations on the periphery of the disaster will hold food or bedding drives and will truck these supplies hundreds of miles or more to help animals affected by the disaster. It is tough to manage all the donations without a storage facility and logistics operation to receive, store, and distribute the supplies.

Be very clear about what products you need and what you will only accept as new versus “gently used.” Have a pre-identified storage facility to receive and house donations or risk creating a debris management issue – vermin-infested, wet food and bedding must be discarded, so outdoor storage is usually not a good option. If you are not clear about your needs, it will be difficult to use, manage, and discard excess products.

Of note, it’s important to feed animals a consistent diet to mitigate diarrhea and gastro-intestinal upset triggered by a changing diet. That is why many pet food manufacturers will donate products to feed animals sheltered as part of the disaster. It is better to

exhaust options for finding a consistent diet before resorting to using the mixed bags of food typically received from individual donors.

The mixed donations can be palletized and sent to food banks so that people sheltering-in-place can find the food they usually feed their animals and maintain a consistent diet at home.

**Key Point 4**
Clear messaging about what you need and how much you are willing to accept is essential or you can be overrun with donations from people who want to help. Do not be afraid to ask for cash, as long as you have a trusted responding agency to receive it and direct it to the proper channels.

# Setting up the Response

Every day across the nation, events happen that result in emergencies or disasters. The response to these incidents requires a systematic and organized management effort by various authorities and jurisdictions.

In the 1970s, incident management was developed to bring the appropriate agencies with authority, capable and trained personnel, supplies, and equipment to an impacted scene. Incident management sets into practice procedures and structures that provide for human safety and protection while allowing flexibility and scalability for an effective response to the event.

## Incident Command

Incident Command has the authority to manage incidents in any given jurisdiction for the protection of human life and property following disasters. Authority is either established statutorily, through regulation or may be delegated authority.

Incident Command is responsible for developing a planning and response strategy using specific objectives and tasks to advance an efficient and effective response. The command structure is critical to maintaining an orderly response and an accountable system during the chaos that ensues following the negative impacts of natural or man-made events.

There are typically five core functional areas of Incident Command used to organize response activities and responsibilities:

- Command
- Planning
- Operations
- Logistics
- Administration/Finance

## Importance of Incident Command and Coordination

The objectives of planning integrated response capabilities and capacities within multiple connecting and overlapping jurisdictions are to reduce the burden on the response system, improve the efficiency of applying limited resources, and reduce budgetary and economic impacts.

Typically, incidents are driven by the most local authority unless the complexity or scale overwhelms the ability of the locality. There are some exceptions based on the cause of the incident. Also, some incidents may require a multi-jurisdictional command response.

As the needs escalate or go beyond the local resources, state and federal agencies can support the local entity and share in command-and-control efforts.

With the co-mingling of authorities and resources, systems must be put in place to maintain safety protocols, adhere to policies and legalities, and assure financial stability regardless of the magnitude of joint efforts for response.

The structure of Incident Command and Coordination (ICC) provides the platform for planning, operations, coordination, and administration to be fused into a singular effort of protecting the citizens, public and private property, as well as cultural and natural resources and bringing aid for response and recovery.

## Flexible, Scalable, and Adaptable

The core principles of incident management are:

- To be accountable for human life and safety.
- Maintain an appropriate span of control ratio for managers and responders.
- Disperse a collaborative, factual narrative for the public.
- Manage and track resources.

While the vertical structure is rigid in an organization approach, the Incident Commander and Command staff have the authority to be flexible in the design and adapt the response system to a large or small-scale disaster or emergency. Many factors are considered by the Incident Commander while working with agency officials, private sector, and non-profit organizations impacted by an incident.

In large-scale incidents, the Incident Commander may establish a Joint Command to work with a Multi-Agency Coordination Group (MAC). Multi-discipline groups (public agencies, academia, and private business/industry) may assist with the decisions on priority setting of objectives and directing resources. They can also maintain a balance in scale, mission assignment, and resources.

**Key Point 5**
When building your ICS structure, animal response activities can be managed in any of these ways:

1. Integrate into an existing ICS structure under the Operations Section. For example, ASAR would be embedded under a search and rescue branch, animal sheltering would be embedded under a mass care branch, the veterinary medical response would be embedded under a medical branch, and so on.
2. Aggregate animal response activities under a single animal branch or group.
3. Hybrid structure that makes sense for the issues you are facing in the incident.

There is no single right answer and there are pros and cons to each structure. Work within your emergency management system to create a structure that makes sense in your jurisdiction and incident, given the animal issues you are immediately facing and anticipating what could happen.

See *Appendix B: Job Aid – Setting Up Your Animal Response.*

## Safety

Human safety is paramount in all response activities. It is incumbent on the safety officer and animal leadership within the Operations Section to ensure responder and public safety is appropriately addressed in all animal response activities. Appropriate steps should be taken to prevent or mitigate health and safety risks of injury or illness to humans and animals. As a general rule, appropriately containing domestic animals and captive exotics goes a long way to mitigating risk.

The Safety Officer is responsible for the overall safety of the operation and may bypass the chain of command if necessary to stop and correct any unsafe acts immediately. This individual needs to be advised by a safety expert on animal handling and livestock issues to ensure that, for example, the same safety standards employed in human search and rescue are in place for ASAR operations.

Workplace safety rules (OSHA) need to be considered when setting up emergency animal shelters or using existing animal facilities. Steps should be taken to mitigate issues related to heat or cold, mold, vermin control, removal of feces and other trash, etc., to make the facilities safe as a human workspace.

Veterinarians and epidemiologists are vital in identifying health risks to humans and animals related to the potential spread of zoonotic diseases. Veterinary support is a vital health component of any animal response operation.

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## Situational Awareness to Establish a Common Operating Picture

Whether small or complex incidents are unfolding, information flow and sharing are critical to the success of managing all aspects of the response. Information flow in the first minutes to hours of an incident is crucial for the coordination and prioritization of assets. The accuracy of information aids in the proper identification of the causation, assessing the initial impacts, and developing the strategy for approaching the scene.

The continued need for clear and unimpeded communication assists with organizing operational tactics, offering protection for the public and property, and ensuring coordinated, effective messages are being delivered to decision-makers and citizens. Data and messaging are important for maintaining accountability of resources, addressing legalities that arise, and establishing/analyzing costs.

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## Emergency Operations Center Coordination and Support

If the scope of the emergency is such that additional community resources are required, an EOC will become operational. An EOC is a physical or virtual location from which leaders of a jurisdiction or organization coordinate information and resources to support incident management activities and on-scene operations.

In some counties and states, the EOC has a permanent staff for daily operations. In other areas, the EOC is activated at some point in the response phase of an emergency, when additional coordination of resources is needed.

Local emergency management agencies are responsible for establishing priorities and policies for their community. During a disaster, the EOC is responsible for ensuring that these priorities and policies are adhered to and that adequate resources are available if a disaster occurs. The EOC is generally located at a fixed facility and houses representatives from the various department heads, government agencies, and volunteer disaster groups. Bringing all the major players together in a single facility lends itself to a coordinated, well-planned response.

In some large incidents, multiple local EOCs may be supporting a single ICS organization or an EOC could also be supporting multiple incidents within the jurisdiction.

- Example 1: Three local EOCs are supporting a major wildfire, with a U.S. Forest Service IMT providing oversight of on-scene operations in the three jurisdictions.
- Example 2**:** A local EOC is activated to support the COVID-19 pandemic, but also supports the response to a tornado within the jurisdiction.

States, Tribes, and Territories (STT) maintain an STT-level EOC configured to expand, as necessary, to manage incidents requiring STT-level assistance. Local and STT EOCs help form a common operating picture of the incident, relieve on-scene command of the burden of external coordination, and secure additional resources. The core functions of an EOC include coordination, communication, resource allocation and tracking, policy direction, and information collection, analysis, and dissemination.

The EOC is responsible for:

- Ensuring each involved agency is providing situational and resource status information.
- Establishing priorities between incidents or competing response needs.
- Acquiring and allocating resources required by incident management personnel.
- Coordinating and identifying future resource requirements.
- Coordinating and resolving policy issues.
- Providing strategic coordination.

**Key Point 6**

The AHJ responsible for animals in disasters is typically requested to have a representative at the EOC. For small departments or agencies, staffing a seat in the EOC may not seem possible, but it's a vital function. If staffing a dedicated animal agency seat in the EOC is a challenge, someone at the EOC should represent animal issues, even if they represent other issues as well.

For example, if animal control is under the sheriff, police, or public health department, the EOC representative for the superior agency might also represent animal issues. Having that animal representative at the center of response coordination ensures that animal issues are being heard and addressed in a timely way, providing critical support for the boots-on-the-ground response.

For more information see Appendix D: Animal and Agriculture Incident Coordination Job Aid and Appendix E: Incident Coordination Checklist.

## Coordination with Emergency Management

Emergency management works when your local, state, and federal government fulfill their emergency management responsibilities. Voluntary organizations also have important responsibilities during disasters. This section describes responsibilities at each of these levels.

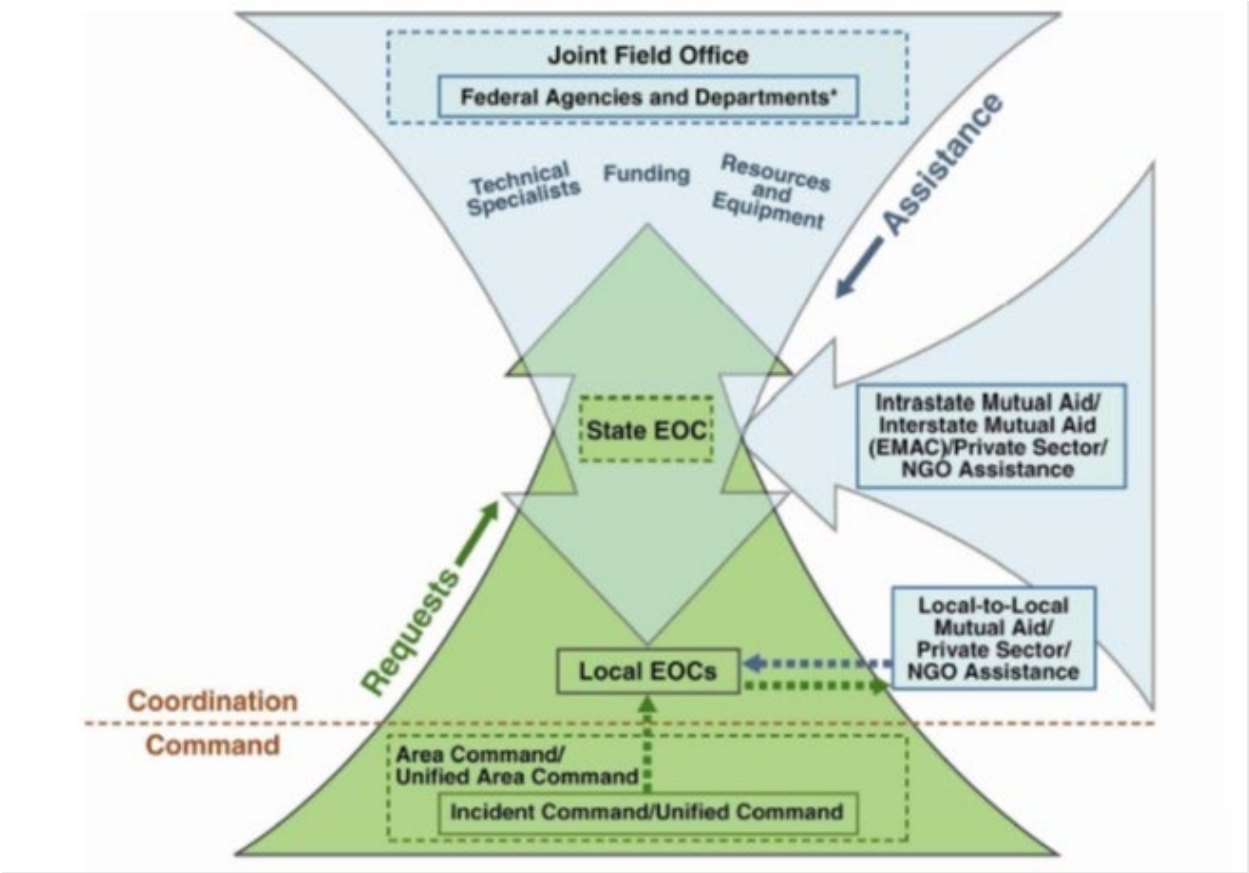


*Figure 1: Incident Command and Coordination Structure (Source: FEMA)*

### Animal Owners

Animal owners (individuals, households, companies, or organizations) have the ultimate responsibility for their animals. Individuals should be encouraged to have emergency plans that include the animals in their household, whether they are owned for pleasure or commercial purposes. Businesses, where animals are integral to operations (e.g., production agriculture, zoos/exhibitors, research facilities, breeders, animal welfare organizations, and veterinary hospitals), should be encouraged to have contingency plans in place for the animals housed at the facility in the event of an emergency.

## Local Governments

Local governments make plans and provide resources to protect their citizens from the hazards that threaten their communities. This is done through mitigation activities, preparedness plans, response to emergencies, and recovery operations. Wherever you live within the U.S., a county or municipal agency has been designated as your local emergency management agency. Local governments serve as the link between you and the state and federal agencies in the emergency management network.

## State, Tribal, or Territorial (STT) Emergency Management Agency

The State, Tribal, or Territorial Emergency Management Agency is responsible for protecting communities and citizens within the STT. The STT agency can:

- Conduct STT-wide emergency management activities.
- Help coordinate emergency management activities involving more than one community.
- Assist individual communities when they need help.
- Request resources from other STT jurisdictions or the federal government when needed.

If any community lacks the resources needed to protect itself or to recover from a disaster, the STT may help with money, personnel, or other resources.

## Federal Emergency Management Agency (FEMA)

The Federal Emergency Management Agency may provide supplemental resources when communities and STTs do not have sufficient resources to protect or assist their citizens, restore essential services that can get the local economy going again, and meet disaster-related needs of individuals. The presence and type of federal emergency/disaster declaration will direct the level of assistance available.

**Key Point 7**

NIMS and the emergency management system break down when an EOC at any level does not address coordination of animal issues. At that point, the animal response is unable to access higher-level resources and coordination support to meet incident needs. For example:

- If there is no identified "animal desk" or representative that supports animal issues at the local EOC, the animal response cannot work within the established emergency management structure to utilize the EOC to order needed resources, share situation updates and unmet needs, or resolve resource conflicts.
- If the STT EOC refers animal issues back to the local jurisdiction, that jurisdiction does not have access to the significant interstate and national resources that could be brought in to support the incident once local resources have been exhausted.
- When no level of government (ICS response or SLTT EOCs) incorporates animal response, the response occurs outside established emergency management systems, risks responder and public safety, invites social media requests, and rogue response entities to fill real or perceived gaps in response.

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# Understanding Legal Jurisdictions and Authorities During Disasters

## Impact on State/Local Response

Responding to emergencies can be extremely expensive and quickly exceed the capabilities of local jurisdictions. Emergency management leaders must understand their roles and responsibilities when responding to disasters as well as their capabilities in terms of response personnel and funding.

Responding to disasters outside of your legal responsibilities without a proper request or delegation may result in a response bill that will not be reimbursed and additional liabilities that extend beyond that. Agreements, mutual aid, contracts, etc. should be explored during non-disaster times to fill potential gaps if a threat or hazard applicable to the local jurisdiction or STT occurs.

## Funding Sources, Authorities, and Roles/Responsibilities during Incident Responses

Legal authorities (Local, State, Tribal, Territorial, and Federal) will generally determine funding sources and key roles/responsibilities for an incident response. In terms of funding and responsibilities, incident responses within the U.S. typically fall within two categories:

- Incidents where the Federal Lead Coordinating Agency is likely to be FEMA (e.g., natural disasters)
- Incidents where there is another lead federal agency (e.g., disease outbreaks, environmental-related incidents, certain federal law enforcement matters)

## Incidents Where the Lead Agency Is Likely to Be FEMA

Initial resources for incident responses will originate from within the political subdivision (e.g., municipality, county, parish) and are supported by the STT then the federal government, if necessary. If a declaration is issued by the President under the Stafford Act, reimbursement for qualifying expenses may be available to eligible applicants (State, Territorial, Tribal & local governmental applicants, and qualifying non-profit sub-applicants) under the FEMA Public Assistance Program. Disaster aid may also be available to individuals through these same applicants via the FEMA Individual Assistance Program if it is implemented. Farmers and ranchers should contact their USDA Service Center for an array of potential aid programs that assist farmers with agricultural losses. Additionally, FEMA may provide logistical support and technical assistance or assign other federal agencies to provide support to the response and recovery.

**Key Point 8**
In larger disasters, there is the potential for the state and eligible organizations performing disaster response work to receive reimbursement of 75% or more of disaster response activities when:

- There is a Presidential disaster declaration or other Stafford Act emergency declaration.
- Your agency is an eligible applicant.
- You are doing eligible work for the type of declaration.
- You maintain sufficient documentation to support the work done.
- You attend the applicant briefings to get help in completing your application.
- You meet the FEMA deadlines to submit your project worksheets and related documentation.

FEMA can reimburse response expenses related to household pets and service animals, zoo animals (and other animals in collections), research animals, and other animals in limited circumstances. FEMA may reimburse eligible costs related to animal losses and for repair or restoration of structures damaged in the disaster.

Additionally, the donated goods and services you receive to support your disaster response, if adequately documented, may be used as a "soft match" against the non-federal cost share for an eligible applicant's portion of the response expenses. As a result, much, if not all, of the cost of animal response in large disasters has the potential to be offset either through reimbursement or donations.

Talk with your state or local emergency manager about potential eligibility for reimbursement – ideally before you are in the middle of the response – to get more information about FEMA reimbursement under the Stafford Act.

Refer to FEMA Public Assistance Program and Policy Guide (PAPPG) for detailed guidance."

## Incidents Where There Is Another Lead Federal Agency

Initial resources for incident responses typically originate from a state or federal agency that may also have legal authority for the response based on state or federal law. These responsibilities may be shared between the state and the corresponding federal agency.

Roles and responsibilities for the incident responses are determined by state, federal, and private sector emergency plans. Local jurisdictions may play a support role during these responses as an assisting or cooperating agency if requested by the lead agency. These responses are funded through appropriations under various federal and state statutes.

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# Where to Find Animal Resources

Once you've assessed animal impacts and your animal response requirements, resourcing your incident response activities is a bit like putting a puzzle together. Matching resource needs with available resources is a little bit of science and a little bit of art. So, where to start?

## Make Sure You Are Prepared

Before an incident occurs, it is essential to prepare. Work with your local emergency manager to help you understand your role. Attend ICS and EOC training programs and any exercises or practice drills held by your jurisdiction. If needed, seek out experienced mentors from other jurisdictions or agencies. Build redundancy in key positions for your animal response in case some individuals are affected by the disaster.

If you find yourself overwhelmed during an incident, reach out for help! Some incidents are large enough to require a team of people to effectively manage, coordinate, and support the animal issues. Depending on the incident, you may need to deploy someone or a team to help manage the animal response, appropriately assess and prioritize response needs and order resources, and fill all other response management or coordination roles and responsibilities – or you just may need coaching and advice over the phone.

There is no need to reinvent the wheel or make mistakes that can affect human and animal lives in a real incident. Remember, ICS is flexible and scalable to the size and scope of the incident. The goal is to put sufficient resources into managing and staffing the incident to protect life and property and stabilize the incident as quickly as possible.

## FEMA Typed Animal Resources

The FEMA Resource Typing Library Tool (RTLT) outlines minimum criteria for resources that have been "typed" to create a standardized way of looking at what resources might be needed and ordering the appropriate resources for the size and scope of your response needs. FEMA has typed both individual animal responders and animal response teams, which are made up of typed individual responders.

Using Resource Typing to organize and order your resources streamlines the ordering process and ensures you get the resources you need to address your response needs.

## Mutual Aid: Local or In-State Resources

The first line of defense for resourcing your incident is activating volunteer responders (e.g., CART, SART VMRC resources) and activating in-state mutual aid agreements with agencies that perform the services needed (e.g., animal control agencies, animal shelters, zoos, aquariums, research facilities). Mutual Aid agreements may be executed between governments; between government and NGOs; or among private businesses/NGOs to provide support as documented in the agreement during emergencies.

To prepare, use non-disaster meetings, training, and exercises to allow agency personnel who are party to these agreements to work together and familiarize themselves with unique challenges that a particular jurisdiction may face. This will ensure that these responders can hit the ground running and meet immediate response needs without too much of a learning curve when they are activated.

If animal control, shelter personnel, and community volunteers have not trained, exercised, and equipped, then it will be more challenging to mobilize personnel and execute an effective response. Setting and providing a pre-incident understanding of even the most basic response expectations such as deployment rotations and response assignments can help the response go so much more smoothly.

Because the stakes are high and lives can be affected during an actual response, one of the foundational tenets of ICS is to function within your level of training and expertise. If you have little or no preparedness work experience in managing a response, consider requesting an experienced response management team to deploy to the incident to manage essential components of the operation (e.g., emergency animal shelter, veterinary operations, EOC staffing). Because of the risk involved, under no circumstances should animal search and rescue operations be managed or staffed by people without the appropriate training, qualifications, and equipment to safely operate within the response environment (e.g., slack water, swift water, wildland fire). Use mutual aid agreements to augment your capabilities and response capacity to ensure you are fully capable to manage and carry out your anticipated animal response missions.

## State-to-State Resource Sharing

The Emergency Management Assistance Compact (EMAC) is a mutual agreement codified by law in all fifty states, U.S. territories, and the District of Columbia to facilitate resource sharing between states.

Every state emergency management agency has trained EMAC personnel to ensure resource requests are correctly prepared and executed by the requesting state, so that sending states can reply expeditiously to move resources as quickly and effectively as possible to meet incident needs. With an EMAC request, the requesting state picks up 100% of the cost. The cost associated with response requests through EMAC may be partially reimbursable by FEMA, subject to requirements for reimbursement under the Stafford Act or other relevant federal authorities.

## National Resources

**The National Animal Rescue and Sheltering Coalition (NARSC)**

NARSC is a coalition of leading animal protection organizations that provide all-hazards/all-species response resources to augment state capacity and capabilities, disaster funding, and national preparedness, coordination, and information sharing through professional animal associations.

All NARSC member agencies adhere to ICS principles and must receive an invitation to respond from the AHJ before deploying teams to support animal response within a jurisdiction.

The NARSC has executed Memorandums of Understanding (MOUs) with fourteen states and may be requested by those states to fill response management, response coordination and support, or boots-on-the-ground response roles during an incident. Other states without a NARSC MOU may request support from NARSC, but a written request from the state emergency management agency or AHJ is needed to order NARSC resources.

NARSC members are non-profit organizations and cover their routine response expenses through private donations made to their organizations, so their response resources generally come at no cost to the requesting state.

While the NARSC will only deploy resources through a formal state-level request, individual NARSC agencies may have MOUs with counties, municipalities, or local animal welfare agencies to augment local animal response capacity and capabilities.

For a current list of NARSC-member organizations, refer to: https://www.thenarsc.org/.

**Other Non-Governmental Organizations (NGOs)**

There are other NGOs that are not members of NARSC who actively support animal disaster response through their regular shelter partner networks or the National or state-level Voluntary Organizations Active in Disaster (VOADs).

**Federal Resources**
Resources from the federal government are activated in Stafford Act emergencies by FEMA. FEMA maintains broad capabilities to support incidents, including a robust logistics capability, supply caches, and planning and operational support. Additionally, FEMA supports the National Business EOC, which leverages the private sector capacity and capabilities of leading national industry sectors to provide significant resources within the NIMS structure.

When the President declares a major disaster, FEMA sets up a Joint Field Office (JFO) and Disaster Recovery Centers (DRCs) to facilitate the effective delivery of response and recovery support and services. Additionally, FEMA can leverage the full capability of the federal government to meet disaster response needs.

Federal resources are requested by the STT and typically come with a non-federal cost share (usually 25%). Sometimes, due to the magnitude of the disaster, the federal government may reimburse 100% of the cost to support the initial response. When this occurs, there is no state cost share although the other response eligibility criteria still apply.

During non-Stafford Act responses, FEMA may not be the lead federal agency. The lead federal agency's role is determined by the type of incident and the statutory authorities and capabilities needed to carry out the required response (e.g., foreign animal disease response, oil spills, etc.).

**Unaffiliated or Self-Deploying Groups**
In addition to responders and response organizations that have been officially requested, other groups may self-deploy to conduct tasks for real or perceived incident needs. Though those self-deploying may have expertise and capability, problems often result. Risks that can occur when self-deployed personnel are in play include duplication of efforts, wasted efforts in confirming task status, and the potential for the carrying out of tasks in a manner that does not meet jurisdictional standard operating procedures.

Of note, owned animals are considered property, and unaffiliated “rescuers” who take potentially owned disaster animals out of a jurisdiction without the knowledge and permission of the response officials or owners are essentially committing theft. Further, they are depriving owners who may have been separated from their animals during the disaster an opportunity to find their lost pet.

At best, self-deploying individuals or organizations create a distraction within the response. At worst, they operate in an unsafe or unscrupulous manner that potentially

impedes response objectives or negatively impacts responder, public, or animal health and safety. Your jurisdiction should have a mechanism in place to report and turn away individuals or groups that are not legitimately operating within your ICS operation.

**Key Point 9**
Regardless of where the resources come from (including the federal government or other states), the local entity still "owns" the disaster and is responsible for overseeing the response efforts. They may opt to delegate their authority to another agency but even that does not remove them completely from the response management process.

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# Data Management

The importance of data management in an incident cannot be stressed enough. Data management can be a significant drain on resources if you do not account for it in your staffing plan. As a result, Incident Management Team structures have positions that are assigned to receiving, managing, and sharing information. There are also positions assigned to track, document, and manage financial data.

Consider whether you can assign non-animal professionals to track animals, accomplish situational reporting, and ensure appropriate recordkeeping of personnel resources, equipment, and supplies to fully utilize those personnel with animal response expertise for direct animal care activities.

An important example of how tracking information can benefit the response is the documentation of volunteer time and donated goods. Tracking donations and volunteer time can offset some of the cost share portion that a state needs to meet in federally declared disasters that have a cost share amount (e.g., 25% state and 75% federal cost share for eligible expenses).

## Animal Tracking

Counting animals and tracking animals as they move through the response system is vital to both successfully reunifying animals with their rightful owners and caretakers, and in documenting animals managed in the various response activities within the incident.

It is incumbent on emergency managers and animal branch/group leadership to require data capture on animals and to share that information through situation reports.

## Situational Reporting

Reporting accurate incident information is critical to everyone in the incident management hierarchy and the incident coordination and support structure, providing them with the information they need to accomplish their response roles and responsibilities effectively.

Situational reporting generally occurs on a set schedule and provides accurate operational information so that the ICS and EOC staff at all levels are aware of the scope and scale of the animal response, the number and types of animals being served, the response resources deployed, the animal issues being faced, the potential for cascading effects as a result of the animal issues, and any issues or unmet needs

impeding the response or recovery efforts. Different jurisdictions may have a template or structure for the reporting, as well as an established timeframe for reporting.

The goals of situational reporting are to provide a common operating picture of the response at all levels of the incident and to surface persistent unmet needs to ensure response activities are appropriately resourced.

Remember, the goals of the incident are to protect life and property, to stabilize the incident, and to bring needed resources to response and recovery, and that can only happen if the entire response and EOC support are working from a common operating picture.

## Recordkeeping and Documentation for Possible Reimbursement

The Finance and Administration staff within the response can assist with documentation of your incident response activities. Ensuring your requests for resources move through the EOC, even if they are being filled by non-governmental partner agencies, helps document that the resources were requested to meet incident needs and were filled by whichever responding agency.

This establishes a record within the incident management software used by the STT or local jurisdiction that the response need was identified and filled and that the response activity took place. A common principle of recordkeeping is that “if it's not documented, it didn’t happen.” Documentation of all staff and volunteer time, including their response roles, is key.

Various expenses may be eligible for coverage in FEMA cost-share programs or as STTL matching costs for such programs.  Timekeeping throughout the incident is critical.  Staff and volunteers should be checked in and out each day, including the type of work they perform.  Equipment use should be documented, including owned equipment as well as rented, or that for which use is donated (such as volunteers’ vehicles).  Records should be kept on consumable supplies (both purchased and donated).  If facilities need to be restored or repaired after use in response, those costs should be documented.

# Managing the Message

## Public Information

The Public Information Officer (PIO) is responsible for managing media affairs including delivering official announcements and preparing media releases. Each Incident Management Team and EOC will have a PIO. Some agencies and organizations may also have PIOs. The PIO should be familiar with the local, state, and federal plans and how they interconnect.

Public information is critical to incident management, so a system for managing information should be established early in an operation. In large-scale incidents involving multiple agencies, a Joint Information Center (JIC) might be established to ensure that all the information that is going out to the public by the responding agencies is coordinated and consistent. The JIC is often virtual.

Jurisdictions often develop pre-scripted public messaging for release during the incident. Examples include:

- Items to bring when evacuating with pets/animals.
- Locations of emergency animal shelters.
- How to locate your lost pet, report your pet missing, or request retrieval of pets left behind.
- Advising the public of available animal services.

Messaging may also be developed within the incident to address specific incident information-sharing needs. Animal response leaders can work with PIOs to release the information at appropriate times. The official PIO can also help amplify the messages about the work being done by non-governmental partners assisting with the response. It can be helpful to let the public know that animals are being cared for in the response, as positive messaging discourages people from self-deploying. Well-meaning people may act to address perceived animal needs in an information vacuum.

Given that most animal response teams are aligned with non-governmental organizations, they need to effectively highlight their work on their organizations' websites. General information about the organization's involvement is typically fine to post. Specific incident information that might drive action by the public should be cleared with the PIO or JIC. In some sensitive situations, especially with law enforcement/cruelty cases, public information should be carefully cleared with both the PIOs and lead agency.

Media attention can go a long way to assisting with fundraising to keep response NGOs operating, but such media messaging needs to be consistent with jurisdictional messaging and not cause conflict among participating NGOs. NARSC, for example,

does have a code of conduct for member organizations that does reflect fundraising issues. Collaboration among NGOs and PIOs can help attract and manage media opportunities that amplify response capabilities and highlight the good work done by such organizations.

## Rumor Control

The media and social media platforms can be your friends in getting key messages out to the public during emergencies. However, it helps to build a “rumor control” function to monitor media and social media platforms to identify and get ahead of false information that seems to spread like wildfire, particularly on social media, during an emergency.

If you find someone spreading incorrect information, sometimes you can coopt them into helping with messaging by thanking them for their efforts to support the response and giving them access to the correct information. The PIO can also assist in amplifying correct information or directly addressing misinformation.

## Incident Response 101: An Escalating Response

The local jurisdictional agency that is responsible for the animal response in incidents may, or may not, have the capabilities and/or expertise to manage the incident effectively. Below is an example of how an incident response would unfold at the local level as the incident grows in complexity.

In these examples, the local jurisdiction has medium capabilities and capacity for handling animal responses in the areas of search and rescue, animal sheltering, and reunification efforts. The term “Resources” includes people, equipment, supplies, buildings, and more.

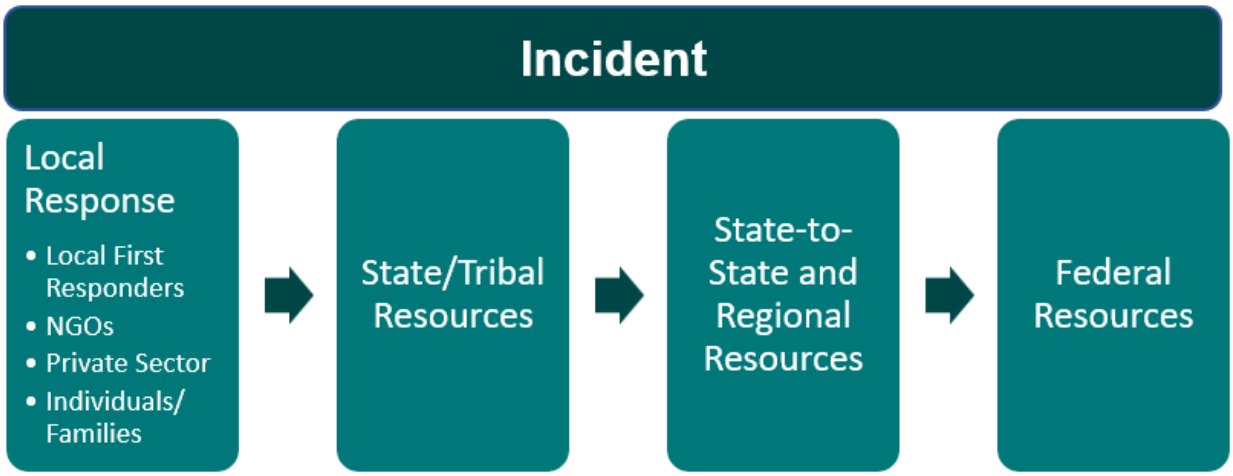


*Figure 2: Resourcing an Escalating Incident*

### Small Incident Size & Complexity

Smaller Incident Size & Complexity Examples would include incidents where 1-3 single resources (up to nine animal response personnel) typically meet incident objectives in several hours - incident may extend to 24 hours; minimal effect to people or animals; few or no evacuations necessary, and the Emergency Operations Center (EOC) may not be activated.

- The local jurisdictional agency can typically manage with assistance from the EOC. There is no need for a delegation of authority and the animal response is typically a Team or Task Force.
- Resources are typically provided through existing supplies or ordered through the local EOC.
- The number of animals requiring immediate care is usually below 50.
- Sheltering of small/domestic animals typically takes place at the community animal shelter.

- Sheltering of community (backyard) livestock may require additional sheltering space away from the community animal shelter. The care of those animals is provided by community shelter staff or volunteers.
- Daily care and veterinary support are provided by AHJ or volunteer groups.
- If there are requests for evacuations and/or feeding-in-place, the local agency and partners are capable of handling those requests.

## Medium Incident Size & Complexity

Examples include incidents that last several days; human and animal populations within impacted areas may need to be evacuated; homes and businesses are threatened, damaged, or destroyed; the EOC is fully operational, and an Incident Action Plan (IAP) may be developed.

- Local resources will likely be exhausted. The local jurisdictional agency may request assistance from local, regional, state, or national partners, but remain in direct control over the management of the incident. The size of the animal response team will increase and become a Task Force, Functional Group, or Branch assigned to Operations.
- Up to 250 – 500 animals may require immediate care. Most local jurisdictions would need to request additional resources to manage this number of animals. Resources may be requested from unaffected areas within the state, through shelter partners (local or national), from other states (through EMAC), or through a state request to NARSC. FEMA has typed most animal resources* which facilitates the ordering of needed resources. For example, a Type 2 Animal Only sheltering Team is capable of caring for 300 animals; a Type 1 team is capable of caring for 500. Local authority may request two Type 2 teams or a single Type 1 team from national partners or submit a request to the EOC for State support.
- Large animal sheltering teams* will likely be needed and requested.
- Additional veterinary care may be needed and requests for local veterinarians or state veterinary response team may be submitted*.
- Specialized evacuation teams may be needed*. These teams typically require credentials showing that they have received the training necessary to perform that task.
- Specialized Animal Search and Rescue (ASAR) Teams will likely be needed.
- Additional animal care resources will be needed and a Donations Management Team developed.
- A Reunification Team* will likely be needed.

For more information, refer to the FEMA Resource Typing Library Tool (RTLT) and search for “animal.”

## Large Incident Size & Complexity

National resources are required to safely and effectively manage the operations at this level. A Type I incident may go on for days or weeks and require hundreds of responders.

- The local jurisdiction's capability to directly manage the incident will likely be exceeded. The local jurisdictional authority may request an IMT to manage the animal response and thus delegate authority to the Incident Commander of that IMT. The local jurisdictional authority will then act in the role of Agency Administrator and provide overall priorities to the IMT who will turn those into incident objectives. The local jurisdictional authority does not relinquish any of its authority in this scenario but is simply delegating some of that authority to an IMT that has the resources and expertise to manage a fast-paced, evolving, complex incident response.
    - Could involve over 2,000 animals requiring immediate care.
    - May include thousands of animals being fed-in-place.
    - May require multiple large-scale animal sheltering operations.
    - May require extensive ASAR operations.
    - Local and in-state resources may be exhausted thus requiring the STT Emergency Management Agency (EMA) to request resources from outside the STT that may include teams from other STTs or resources from the federal government. However, the process to request these resources remains the same which is initiated by the local IMT managing the animal response (in consultation with the local jurisdictional authority) through the local EOC. The local EOC will forward to the STT EMA which will forward to other sources, including FEMA if necessary.

## Case Study: Hurricane Isaac (2012) Response

Hurricane Isaac was a deadly and destructive tropical cyclone that came ashore in Louisiana on August 28, 2012. Tropical storm-force sustained winds, with gusts well over hurricane strength, knocked out power to hundreds of thousands, while heavy rainfall led to flooding. Many dams designed to manage flooding along the coastline briefly experienced overflow, and water was later pumped to prevent failure. Overall, Isaac caused $2.39 billion in damage and led to forty-one fatalities.

Louisiana Governor Bobby Jindal declared a state of emergency on August 26. Later that day, reports of exposed levees in Louisiana began surfacing from local news outlets. Crews were reportedly dispatched to cover the exposed dirt with heavy plastic and fill gaps in the levees. Mandatory evacuations were ordered for St. Charles Parish and parts of Plaquemines and Lafourche Parishes. Four thousand National Guard

troops were activated in the state. On August 27, President Obama ordered federal aid to Louisiana to supplement state and local response efforts.

In the state of Louisiana, the Governor's Office of Homeland Security and Emergency Preparedness (OHSEP) is responsible for coordinating the state's response to a major disaster such as Isaac. The Department of Agriculture and Forestry is responsible for coordinating animal issues at the state level. LDAF has agreements with the NARSC and several NGOs to support those efforts.

The Louisiana State Animal Response Team (LSART) was developed in 2004 but its first real test came during Hurricane Katrina. LSART is not a government entity and oversight comes from a foundation associated with the Louisiana Veterinary Medical Association (LVMA). LSART has agreements with several parishes and with LDAF. In addition, LSART has agreements with several NGOs including the ASPCA.

The ASPCA also has agreements with LDAF (sheltering and rescue) and with several parishes. Following Isaac, LSART requested the ASPCA to assist in preparing their response and to help with assessments following landfall.

In Louisiana, each Parish has an animal control division and an office of Emergency Management. The chief elected official for the parish is the Parish President and he is ultimately responsible for all response activities within the parish. During the initial response to Hurricane Isaac, the Parish President through his OHSEP was coordinating the response efforts. Animal issues were being handled by the parish animal control and coordinated through OHSEP.

St. John the Baptist Parish (SJBP) and Plaquemines Parish had significant flooding issues following Hurricane Isaac impacting both livestock and companion animals. Animal control for SJBP reached out to LSART very early on August 30 to assist them in evacuating their shelter as flood waters were approaching dangerous levels.

LSART and the ASPCA were at their shelter within hours with a team of responders and sheltering supplies and equipment. Before arrival, LSART and ASPCA checked in with SJB OHSEP. At that point, LSART and the ASPCA were under the direction of the SJB Animal Control and OHSEP.

The next day, LSART and ASPCA were tasked to start water rescue operations throughout the flooded areas of the parish. There were well over a hundred requests to rescue companion animals. The animal response teams sat down with OHSEP to determine the best way to organize the addresses and to start a search and rescue

operation. The over 100 addresses were then put into sections of a parish map and an organized search pattern was developed to ensure that all the addresses were reached quickly and that all impacted areas were assessed and searched if needed.

The animal response was organized into six boat teams and by midday of the second day, all the addresses were reached, and animals accounted for. Since the shelter was not in a position to house a large number of animals and since waters were receding quickly, it was decided to feed-in-place whenever possible and to only take those animals out that needed immediate medical attention.

This is a classic example of how animal rescue can be extremely efficient and effective. Local animal control is the authority that has jurisdiction. As they are overwhelmed or anticipate being overwhelmed, they reach out through the EOC to their partners for support. During this operation, animal control and OHSEP were in daily contact with LSART, GOHSEP, and LDAF to ensure that they had the most current situational awareness and could anticipate any additional resource needs.

In this case, the ASPCA was under the control of LSART and reported to animal control which was being directed by OHSEP and Parish President. This was a local incident being handled by local resources and their partners.

If this operation had escalated such as with Plaquemines Parish over the next several days, then the parish may have reached out to the State for additional resources. The State would then have activated its resources (LDAF) and contacted those NGOs that they had agreements with and if those were not sufficient to meet the needs, they could have reached out to other states through an EMAC request, to NARSC, or the federal government for federal assets.

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## Conclusion

In summary, animals exist within our environment and have intrinsic value in our lives. Animals and people are connected in so many ways in everyday life, so trying to address animal needs separately from human needs in emergency response unnecessarily complicates the response and may lead to a less efficient response and less effective response outcomes.

Identifying the animal issues and response and recovery needs caused by the disaster can prevent or mitigate cascading effects within the incident. Appropriately addressing animal needs in disaster assists with supporting human needs, preserves animal-related aspects of the economy, protects animals that have importance (agriculture, conservation, research, ecology, tourism, etc.), and supports responder and public health and safety.

Utilize these best practices to build your incident command and coordination capacity and capabilities to address “all hazards/all species” incident response and recovery needs:

1. Integrate animals into the overall emergency response. The animal response should never occur separate from the general disaster response.
2. Build and maintain a strong relationship and partnership between emergency management and the animal AHJ to fully leverage the jurisdiction’s broad emergency response authorities and resources to facilitate an efficient and effective integrated human/animal response.”
3. Assess – and reassess as the incident evolves – animal issues and response and recovery needs.
4. Work within the ICS structure to activate your response and ensure legitimate, qualified responders and response organizations receive deployment orders.
5. Do not allow responders to self-deploy – and send convergent volunteers who just show up to the appropriate volunteer management structure within the state or jurisdiction to determine if their skill sets would be of use.
6. Ensure responder, public, and animal safety.
7. Build your ICS response structure to respond to identified animal needs.
8. Anticipate and prevent or mitigate cascading effects caused by animals.
9. Use the EOC to help with coordination and support, including requesting resources.
10. Ensure the animal desk is staffed with a qualified problem solver who can effectively represent the animal issues and needs to others in the EOC.
11. Report incident information for situational awareness to establish a common operating picture at all levels of the incident.
12. Ensure effective public messaging and have a plan in place for rumor control.

13. Track and document animals served and all response and responder activities.
14. If any of your response activities are eligible, or you sustained property damage or loss that might be eligible for federal cost-sharing grants or reimbursements maintain all documentation and adhere to all timelines for submission. You will need help from the local and state emergency management agencies to navigate this process successfully.
15. In bigger incidents, plan for the long haul and order resources to rotate in for successive deployment periods. Allow overlap to effectively transition between response teams.
16. Plan for response demobilization and transition to recovery.

# Appendix A: Acronyms, Key Terms, and Definitions

## Acronyms

An asterisk indicates the term has a more complete definition in the following section.

| | |
|---|---|
| AAR | After Action Report |
| ACO | Animal Control Officer |
| ADA | Americans with Disabilities Act (defines service animals) |
| AHJ | Authority Having Jurisdiction |
| APHIS | Animal and Plant Health Inspection Service (USDA) |
| ASAR | Animal Search and Rescue |
| CART | County/Community Animal Response Team* |
| CBRN or CBRNE | Chemical, biological, radiological, nuclear (explosive) |
| CERT | Community Emergency Response Team (Citizen Corps program) |
| CONOPS | Concept of Operations |
| DHS | Department of Homeland Security |
| DOD | Department of Defense |
| DOI | Department of Interior |
| EIEIO | The chorus from “Old MacDonald Had a Farm” |
| EMA | Emergency Management Agency |
| EMAC | Emergency Management Assistance Compact* |
| EOC | Emergency Operation Center* (also termed Coordination Center) |
| EOP | Emergency Operations Plan (may be preceded by jurisdictional identifier) |
| ESF | Emergency Support Function* |
| ESF6 | Emergency Support Function 6 (Mass Care, Emergency Assistance, Housing, and Human Services) |
| ESF8 | Emergency Support Function 8 (Public Health and Medical Services) |
| ESF9 | Emergency Support Function 9 (Search and Rescue, SAR) |
| ESF11 | Emergency Support Function 11 (Agriculture and Natural Resources) |
| FEMA | Federal Emergency Management Agency |
| HAZMAT | Hazardous Materials |
| HHS or DHHS | Health and Human Services (U.S. Department of) |
| HVAC | Heating, Ventilating, and Air Conditioning |
| IA | Individual Assistance (FEMA) |
| IAP | Incident Action Plan* |
| IC | Incident Commander |
| ICC | Incident Command and Coordination |

| | |
|---|---|
| ICP | Incident Command Post |
| ICS | Incident Command System* |
| IMT | Incident Management Team* |
| IMAT | Incident Management Assistance Team (FEMA) |
| IOF | Interim Operating Facility (precursor to Joint Field Office) |
| IT | Information Technology |
| JFO | Joint Field Office (FEMA) |
| JIC | Joint Information Center |
| JIS | Joint Information System (multiple locations) |
| MA | Mission Assignment* |
| MAA | Mutual Aid Agreement |
| MAC Group | Multi-agency coordination group (policy level) |
| MOA | Memorandum of Agreement |
| MOU | Memorandum of Understanding |
| MRC | Medical Reserve Corps (a program within Citizen Corps) |
| NARSC | National Animal Rescue and Sheltering Coalition |
| NASAAEP | National Alliance of State Animal and Agricultural Emergency Programs |
| NDMS | National Disaster Medical System |
| NGO | Non-Governmental Organization |
| NIMS | National Incident Management System |
| NRCC | National Response Coordination Center |
| NRF | National Response Framework |
| NSS | National Shelter System |
| NVRT | National Veterinary Response Team |
| OSHA | Occupational Safety and Health Administration |
| PA | Public Assistance (FEMA) |
| PAPPG | Public Assistance Program and Policy Guide (FEMA) |
| PETS Act | Pets Evacuation and Transportation Standards Act (amendment to the Robert T. Stafford Act of 1974) |
| PIO | Public Information Officer |
| POC | Point of contact |
| PPE | Personal Protective Equipment |
| RRCC | Regional Response Coordination Center (FEMA) |
| RRF | Resource Request Form (FEMA) |
| RSF | Recovery Support Function |
| SAHO | State Animal Health Official |
| SAR | Search and Rescue |
| SART | State Animal/Agricultural Response Team* |

| | |
|---|---|
| SME | Subject matter expert |
| SOG | Standard Operating Guidelines |
| SOP | Standard Operation Procedures |
| STT | State, Tribal and Territorial |
| STTI | State, Tribal, Territorial and Insular |
| STTL | State, Tribal, Territorial and Local |
| THIRA | Threat and Hazard Identification and Risk Assessment |
| USAR or US&R | Urban Search and Rescue |
| USDA | United States Department of Agriculture |
| VOAD AND NVOAD | (National) Voluntary Organizations Active in Disasters |
| VERT, VRC or VMRC | Veterinary Emergency Response Team, Veterinary (Medical) Reserve Corps |
| Web EOC | Software platform for EOC management (used by FEMA and many other jurisdictions) |
| ZAHP | Zoo and Aquarium All Hazards Partnership |

## Key Terms and Definitions

Legal definitions of different types of animals vary across jurisdictions. To provide consistency across the Animal Emergency Management Best Practice Working Group documents, animal classifications and definitions are provided as common-use definitions.

For a specific legal definition, refer to jurisdictional definitions. These definitions are generally accepted in the US and are sourced from global, state, and/or federal guidelines. Other key terms are used in animal emergency practices. This list addresses some common terms used during emergency response.

- **Animal Definitions**
  - **Animals:** Animals include household pets, service and assistance animals, working dogs, livestock, wildlife, exotic animals, zoo animals, research animals, and animals housed in shelters, rescue organizations, breeding facilities, and sanctuaries (source: National Preparedness Goal).
  - **Assistance animals:** an assistance animal is not a pet. It is an animal that works, provides assistance, or performs tasks for the benefit of a person with a disability or provides emotional support that alleviates one or more identified symptoms or effects of a person's disability (source: Section 504 of the Fair Housing Act).
    - Note – service animal definitions under the Americans with Disabilities Act (ADA) and assistance animal definitions under the Fair Housing

Act only differ by the exclusion of emotional support from the service animal definition.

- **Livestock:** The term livestock may have a specific definition within individual states and Federal programs. In the broadest use, including general ESF #11 use, livestock includes domestic livestock typically kept on farms and such as cattle, sheep, goats, swine, poultry, and other animals raised for food or fiber, as well as horses, donkeys, and mules. “Alternative livestock” may include wild cervids (elk, deer, etc.) as well as bison, ostrich, emu, or other wild species kept for food production. When discussing “livestock,” it is essential for all parties to work from the same definition.
- **Non-commercial livestock or “backyard” livestock:** This is another flexible term that may have a specific definition in local, State, Tribal, Territorial and/or Insular (STTI) emergency plans. In its broadest use, non-commercial livestock would include animals kept at residences for pleasure, companionship, sport (not commercial racing) or household food production which does not generate food or products intended to enter commerce.
- **Pets/Household pets:** Summarizing from the FEMA Public Assistance Policies, household pets are domesticated animals that:
  - Are traditionally kept in the home for pleasure rather than commercial purposes
  - Can travel in common carriers
  - Can be housed in temporary facilities
  - Examples are dogs, cats, birds, rabbits, rodents, hedgehogs, and turtles
  - FEMA Public Assistance excludes these species as household pets: farm animals (including horses), racing animals, reptiles (other than turtles), amphibians, fish, insects, and arachnids
  - *Note: This definition applies to expense eligibility under the FEMA Public Assistance Grant Program and in no way limits STTI, Local, and non-governmental entities from defining and managing all animal types per their own policies.*
- **Service animals:** Under the ADA, a service animal is defined as a dog that has been individually trained to do work or perform tasks for an individual with a disability. The task(s) performed by the dog must be directly related to the person's disability. In addition to the provisions about service dogs, the Department’s ADA regulations have a separate provision about miniature horses that have been individually trained to do work or perform tasks for people with disabilities (U.S. Department of Justice Civil Rights Division, 2020).

    - **Working animals:** The term working animal can vary considerably within the situational context, but within an emergency management context, ESF #11 considers this group to include animals (typically dogs and horses) working in law enforcement (detection, patrol, apprehension, etc.) and animals working in search and rescue (primarily dogs used in search and recovery missions). Working dogs may include dogs used in hunting, guarding and for agriculture tasks.

- **Animal Emergency Management Annex:** A component of a jurisdictional emergency operations plan that provides information on how animals will be managed in disasters, including organizational responsibilities.
- **Biosecurity:** Measures that prevent the spread of disease to, from, or within a premises containing animals.
- **Community or County Animal Response Team (CART):** An organization developed to implement the animal elements of the jurisdictional emergency operations plan. The exact title and format vary considerably (a team of organizations, direct volunteers, etc.) The critical element is that the CART must be under the control of, or have an agreement with, the local government.
- **Coordination Center:** *FEMA EMI ICS Glossary* – A facility that is used for the coordination or agency or jurisdictional resources in support for one or more incidents.
- **Emergency Management Assistance Compact (EMAC):** EMAC is a national interstate mutual aid agreement that enables states to share resources during times of disaster. The thirteen (13) articles of the Compact sets the foundation for sharing resources from state to state that have been adopted by all 50 states, the District of Columbia, the U.S. Virgin Islands, Puerto Rico, and has been ratified by Congress (PL-104-321).
- **Emergency Operations Center (EOC):** See Coordination Center definition above.
- **Emergency Support Function (ESF) (Federal):** Some states, but not all, use ESF terminology. Some states use more than 15 ESFs and do not necessarily align with Federal ESFs.
- **Disaster Declaration:** A Disaster Declaration is a formal statement by a jurisdiction that a disaster or emergency exceeds the response and/or recovery capabilities.
- **Disaster/emergency**: An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. Except for use in certain declarations, the terms are commonly used interchangeably.
- **Emergency manager:** The jurisdictionally appointed position that conducts analysis, planning, decision-making, and assignment of available resources to prevent/mitigate, prepare for, respond to, and recover from the effects of all hazards.

- **Emergency Operations Plan (EOP)**: A document maintained by various jurisdictional levels describing the plan for responding to a wide variety of potential hazards.
- **Incident Action Plan (IAP):** *From the FEMA ICS Glossary* – An oral or written plan containing incident objectives which reflect the overall strategy for managing the incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
- **Incident Command System (ICS):** *From the FEMA ICS Glossary* – A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.
- **ICS forms:** Nationally standardized forms used to manage or document incident response under the Incident Command System. Forms can be found on FEMA's website.
- **Incident Management Team (IMT):** The Incident Commander and appropriate Command and General Staff personnel assigned to an incident. Key IMT positions include (source: FEMA ICS Glossary):
    - **Incident Commander (IC)** – assigned by jurisdictional authorities to oversee all aspects of the incident response
    - **Command Staff:** Safety Officer (SOFR), Liaison Officer (LOFR), Public Information Officer (PIO)
    - **General Staff:** Operations Section Chief (OSC), Planning Section Chief (PSC), Logistics Section Chief (LSC) and Finance and Administration Section Chief (FASC)
- **Isolation:** Segregation of animals to prevent disease exposure or spread.
- **Mission Assignment (MA):** A work order issued by FEMA to another Federal agency directing the completion of a specific task, and citing funding, other managerial controls, and guidance. There are two general types of MAs:
    - **Federal Operations Support (FOS)—**Requested by a Federal agency to support Federal operations.
    - **Direct Federal Assistance (DFA)—**Resources requested by and provided to affected State and local jurisdictions when they lack the resources to provide specific types of disaster assistance.

- **Mutual aid:** emergency assistance provided from one jurisdiction or organization to a peer (local-local, state-state, NGO-NGO, etc.).
- **Quarantine**: Isolation of animals that may have an infectious disease for a specified period to allow for testing or extended observation.
- **Resource typing and credentialing**: Resource typing is defining and categorizing, by capability, the resources requested, deployed, and used in incidents. Resource typing definitions establish a common language and defines a resource's (for equipment, teams, and units) minimum capabilities.
- **State Animal/Agricultural Response Team (SART):** SART organizations vary considerably in their structure, mission, and nomenclature (many don't use the SART name). In general, SART-type organizations provide a framework for State stakeholders to support the State animal emergency management plan. SART-type organizations generally are under the control of the state or have an agreement with the state.
- **State veterinarian/animal health officials (SAHO)**: The veterinary officer/official for a particular State or territory of the U.S. in charge of animal health activities (exact title varies).
- **Zoonoses:** Disease that can be transmitted between animals and humans.

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# Appendix B: Job Aid – Setting Up Your Animal Response

## Building Your ICS: From Incident Objectives to Organizational Structure

The Incident Commander sets objectives to be accomplished, including a time factor.

- Incident Objective Example: Search all flooded sectors of the city and rescue people and their pets within 24 hours.

Preplanned or process-developed strategies and tactics to accomplish objectives cause the Operations Section Chief (OSC) to determine how many resources of what kind and type are needed and how best to organize them.

- For a densely populated area with extensive flooding, hundreds of Search and Rescue responders with high-water vehicles, boats, and other equipment might be needed.

The principle of Span of Control guides when additional levels of intermediate leadership are needed.

- For effective management and to ensure the safety and accountability of responders, the OSC will add layers of supervision to group them into effective clusters using the standards for teams, task forces, groups, divisions, and branches within the ICS.

Below are three examples of how the animal search and rescue function could be positioned within the ICS structure. Jurisdictions should take into account existing plans, local preferences, prior experience, and overall incident needs in determining how best to integrate animal response activities into the overall incident.

## A Totally Integrated Response

**Most desirable to maximize resources, coordination, and safety**

As an example, the search and rescue function has animal SAR personnel on SAR teams with human SAR personnel or as separate teams working together. The evacuation of animals would be with their people to facilitate with the evacuation order. Animals are sheltered with their owners to increase the resilience of human family members and reduce stress on the animals. Integrated teams where human and animal response operations are housed within the same operational component provide for clear communications between human and animal responders, enhanced safety, and effective and efficient service to disaster survivors.

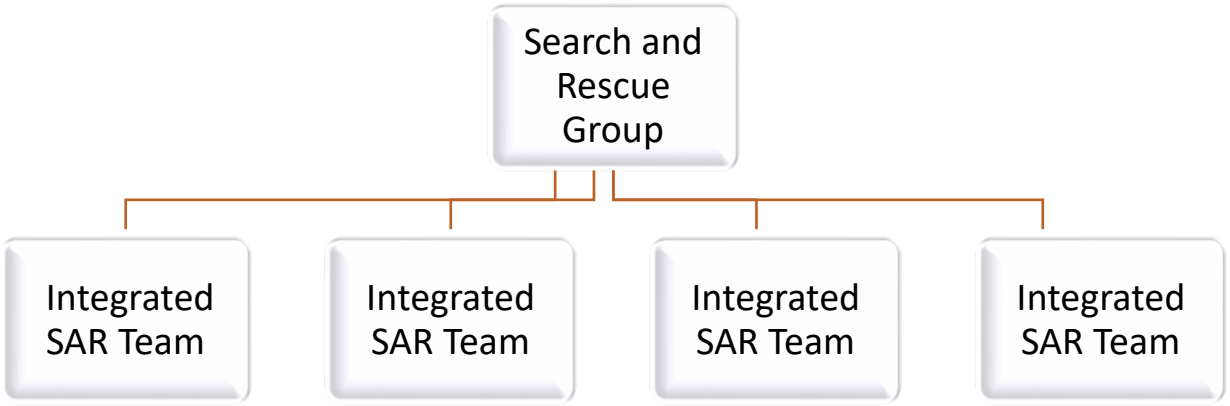



*Figure 1: Fully integrated human/animal search and rescue teams under a single Search and Rescue Group*

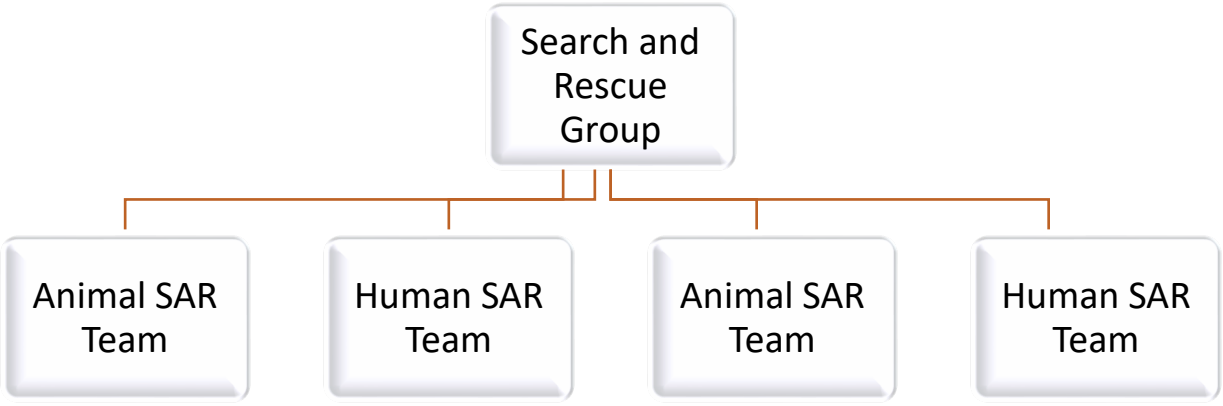
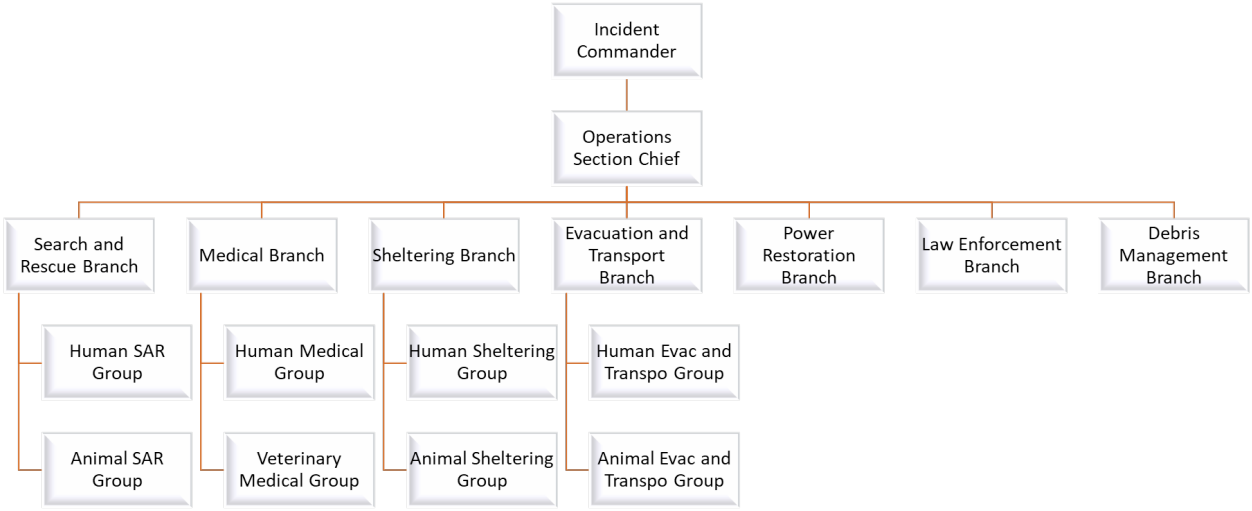



*Figure 2: Separate animal and human search and rescue teams integrated under a single Search and Rescue Group*

## Animal Functions as Separate Groups Under a Consolidated Branch

**Less desirable**

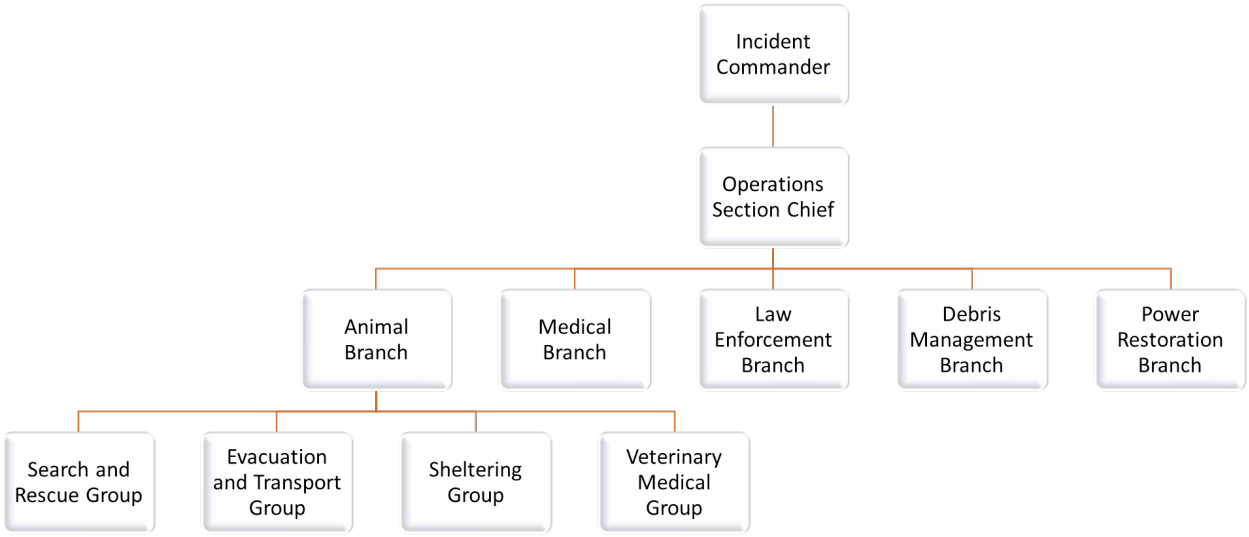
For this and the Totally Integrated Response example, the OSC may need a deputy OSC or technical specialist with animal response expertise to help develop tactics and allocate resources to them.



## A Separate Animal Branch

**Even less desirable**

Animal response planning is done at the branch level separate from overall incident action planning.



## A Totally Disconnected Response

**Not desirable**

ICS breaks down when a jurisdiction does not incorporate animal response as a discipline within their ICS structure. When that occurs, the animal response takes place outside of the emergency management structure, creating communication challenges, inefficiencies, and duplication of effort.  The result is reduced response effectiveness and potentially endangerment of responders, animals, and the public.

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# Appendix C: A Brief Description of Key Elements of ICS

The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. It enables incident managers to identify the key concerns associated with the incident – often under urgent conditions – without sacrificing attention to any component of the command system.

ICS is normally structured to facilitate activities in six major functional areas:

- Command
- Operations
- Planning
- Logistics
- Intelligence and investigations (not applicable to all incidents)
- Finance and administration

**ICS Organizational Structure and Elements**

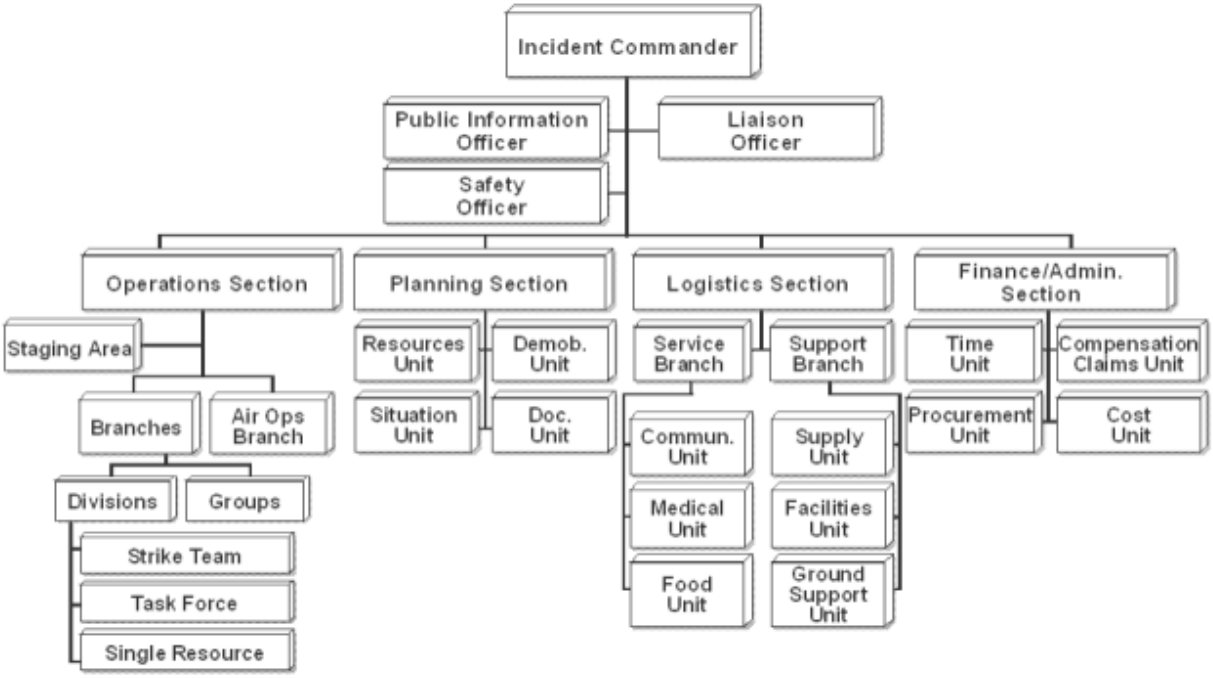


*Figure 1: ICS Organizational Structure and Elements*

- **Command Staff:** The staff who report directly to the Incident Commander, including the PIO, Safety Officer (SO), Liaison Officer, and other positions as required.

- **Section:** The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations if established). The section is organizationally situated between the branch and the Incident Command.
- **Branch:** The organizational level having functional and/or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the Section Chief and the division or group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.
- **Division:** The organizational level having responsibility for operations within a defined geographic area. The division level is organizationally between the Strike Team and the branch.
- **Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are located between branches and resources (personnel, equipment, teams, supplies, and facilities) in the Operations Section.
- **Unit:** The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** Any combination of resources assembled to support a specific mission or operational need. A task force will contain resources of different kinds and types, All resource elements within a task force must have common communications and a designated leader.
- **Strike Team/Resource Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a designated leader. In the law enforcement community, Strike Teams are sometimes referred to as Resource Teams.
- **Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

## Roles and Responsibilities

### Overall Organizational Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents. As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus, in ICS, and especially

in larger incidents, the Incident Commander manages the incident by managing the organization.

In addition to the Command function, other desired functions and activities include:

- Delegate authority and provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- Provide logistical support to the incident organization.
- Provide planning services for both current and future activities.
- Provide cost assessment, time recording, and procurement control necessary to support the incident and managing of claims.
- Promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- Provide a safe operating environment within all parts of the incident organization.
- Ensure that assisting and cooperating agencies' needs are met, and to see that they are used effectively.

**ICS – Who Does What?**


*Figure 2: ICS – Who Does What?*

The Incident Commander is responsible for:

- Having clear authority and knowing agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Setting priorities and determining incident objectives and strategies to be followed.
- Establishing the ICS organization needed to manage the incident.

- Approving the Incident Action Plan.
- Coordinating Command and General Staff activities.
- Approving resource requests and use of volunteers and auxiliary personnel.
- Ensuring After Action Reports are completed.
- Authorizing information release to the media.
- Ordering demobilization as needed.

An Incident Management Team (IMT) is a rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT.

The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the PIO, SO, and Liaison Officer, in addition to various others, as required and assigned by the Incident Commander.

The General Staff represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections. In some incidents the General Staff may also include the Intelligence/Investigations Function, either operating under a staff section or as a standalone section.

General Staff guidelines:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.

- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

PIO responsibilities:

- Determine, according to direction from the Incident Commander, any limits on information release.
- Develop accurate, accessible, and timely information for use in press/media briefings.
- Obtain approval from the Incident Commander for all news releases.
- Conduct periodic media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Monitor and forward media information that may be useful to incident planning.
- Maintain current information, summaries, and/or displays on the incident.
- Make information about the incident available to incident personnel.
- Participate in planning meetings.

Safety Officer responsibilities:

- Identify and mitigate hazardous situations.
- Ensure safety messages and briefings are made.
- Exercise emergency authority to stop and prevent unsafe acts.
- Review the Incident Action Plan for safety implications.
- Assign assistants qualified to evaluate special hazards.
- Initiate a preliminary investigation of accidents within the incident area.
- Review and approve the Medical Plan.
- Participate in planning meetings.

Liaison Officer responsibilities:

- Act as a point of contact for agency representatives.
- Maintain a list of assisting and cooperating agencies and agency representatives.
- Assist in setting up and coordinating interagency contacts.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.
- Provide agency-specific demobilization information and requirements.

In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency. Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander.

For example, a legal counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.

Similarly, a medical advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism incident.

The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by the span of control considerations.

Major responsibilities of the Operations Section Chief are to:

- Assure the safety of tactical operations.
- Manage tactical operations.
- Develop the operations portion of the IAP.
- Supervise the execution of operations portions of the IAP.
- Request additional resources to support tactical operations.
- Approve the release of resources from active operational assignments.
- Make or approve expedient changes to the IAP.
- Maintain close contact with the Incident Commander, subordinate Operations personnel, and other agencies involved in the incident.

The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resource status information, evaluates it, and processes the information for use in developing action plans.

Dissemination of information can be in the form of the IAP, in formal briefings, or through map and status board displays. Major responsibilities of the Planning Section Chief are to:

- Collect and manage all incident-relevant operational data.
- Supervise preparation of the IAP.
- Provide input to the Incident Commander and Operations in preparing the IAP.
- Incorporate Traffic, Medical, and Communications Plans and other supporting materials into the IAP.
- Conduct and facilitate planning meetings.
- Reassign personnel within the ICS organization.
- Compile and display incident status information.
- Establish information requirements and reporting schedules for units (e.g., Resources and Situation Units).
- Determine the need for specialized resources.
- Assemble and disassemble Task Forces and Strike Teams (or law enforcement Resource Teams) not assigned to Operations.
- Establish specialized data collection systems as necessary (e.g., weather).
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report significant changes in incident status.
- Oversee preparation of the Demobilization Plan.

The Logistics Section Chief provides all incident support needs except logistics support to air operations. The Logistics Section is responsible for providing:

- Facilities
- Transportation
- Communications
- Supplies
- Equipment maintenance and fueling
- Food services for responders
- Medical services for responders
- All off-incident resources

Major responsibilities of the Logistics Section Chief are to:

- Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel, and all off-incident resources.
- Manage all incident logistics.
- Provide logistical input to the IAP.

- Brief Logistics Staff as needed.
- Identify anticipated and known incident service and support requirements.
- Request additional resources as needed.
- Ensure and oversee the development of the Communications, Medical, and Traffic Plans as required.
- Oversee demobilization of the Logistics Section and associated resources.

The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.

Major responsibilities of the Finance/Administration Section Chief are to:

- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.
- Ensure compensation and claims functions are being addressed relative to the incident.
- Gather pertinent information from briefings with responsible agencies.
- Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs.
- Determine the need to set up and operate an incident commissary.
- Meet with assisting and cooperating agency representatives as needed.
- Maintain daily contact with agency(s) headquarters on finance matters.
- Ensure that personnel time records are completed accurately and transmitted to home agencies.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.
- Provide input to the IAP.

The collection, analysis, and sharing of incident-related information are important activities for all incidents. Typically, staff in the Planning Section are responsible for gathering and analyzing operational information and sharing situational awareness, and staff in the Operations Section are responsible for executing tactical activities.

However, some incidents involve intensive intelligence gathering and investigative activity, and for such incidents, the Incident Commander or Unified Command may opt to reconfigure intelligence and investigation responsibilities to meet the needs of the incident. This may occur when the incident involves a criminal or terrorist act and/or

other non-law-enforcement intelligence/investigations efforts such as epidemiological investigations.

The purpose of the intelligence/investigations function is to ensure that intelligence and investigative operations and activities are properly managed and coordinated to:

- Prevent and/or deter potential unlawful activity, incidents, and/or attacks.
- Collect, process, analyze, secure, and disseminate information, intelligence, and situational awareness.
- Identify, document, process, collect, create a chain of custody for, safeguard, examine and analyze, and store evidence or specimens.
- Conduct thorough and comprehensive investigations that lead to the perpetrators' identification and apprehension.
- Conduct missing persons and mass fatality/death investigations.
- Inform and support life safety operations, including the safety and security of all response personnel, by helping to prevent future attacks or escalated impacts.
- Determine the source or cause of an ongoing incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents.

The Incident Commander or Unified Command makes the final determination regarding the scope and placement of the intelligence/investigations function within the command structure.

The intelligence/investigations function can be incorporated as an element of the Planning Section, in the Operations Section, within the Command Staff, as a separate General Staff section, or in some combination of these locations.

## Activities

### Incident Action Planning Process

The incident action planning process and IAPs are central to managing incidents. The incident action planning process helps synchronize operations and ensure that they support incident objectives. Incident action planning is more than producing an IAP and completing forms – it provides a consistent rhythm and structure to incident management.

Personnel managing the incident develop an IAP for each operational period. A concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities. The IAP is the vehicle by which leaders on an incident communicate their expectations and provide clear guidance to those managing the incident. The IAP:

- Informs incident personnel of the incident objectives for the operational period, the specific resources that will be applied, actions taken during the operational period to achieve the objectives, and other operational information (e.g., weather, constraints, limitations, etc.).
- Informs partners, EOC staff, and MAC Group members regarding the objectives and operational activities planned for the coming operational period.
- Identifies work assignments and provides a roadmap of operations during the operational period to help individuals understand how their efforts affect the success of the operation.
- Shows how specific supervisory personnel and various operational elements fit into the organization.
- Often provides a schedule of the key meetings and briefings during the operational period.

The IAP provides clear direction and includes a comprehensive listing of the tactics, resources, and support needed to accomplish the objectives. The various steps in the process, executed in sequence, help ensure a comprehensive IAP. These steps support the accomplishment of objectives within a specified time.

The development of IAPs is a cyclical process, with personnel repeating the planning steps every operational period. The Operational Period Planning Cycle (Planning P) is a graphic depiction of this cycle. Personnel develop the IAP using the best information available at the time of the Planning Meeting.

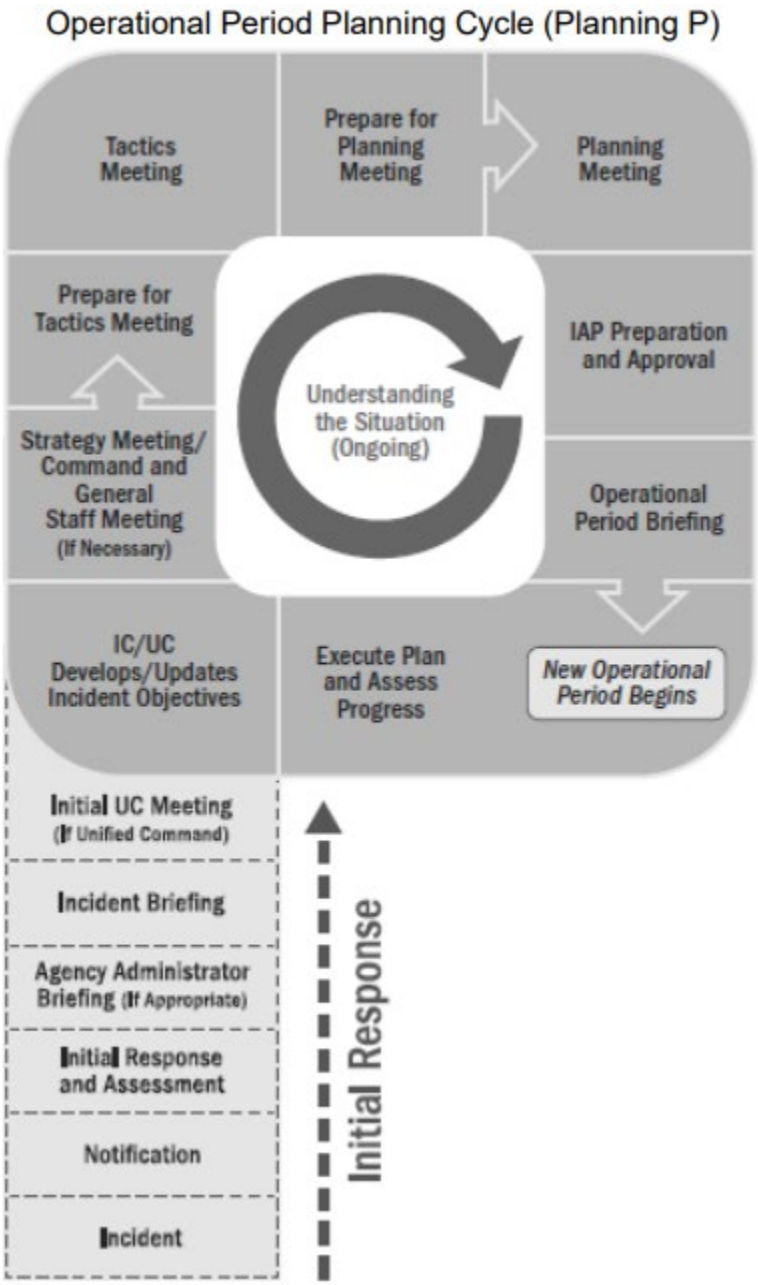


*Figure 3: The Planning "P"*

Personnel should not delay planning meetings in anticipation of future information. In the Planning P, the leg of the "P" describes the initial stages of an incident, when personnel work to gain awareness of the situation and establish the organization for incident management.

During the initial stage of incident management, the Incident Commander typically develops a simple plan and communicates the plan through concise oral briefings. At the beginning of an incident, the situation can be chaotic, and situational awareness is

hard to obtain, so the Incident Commander often develops this initial plan very quickly and with incomplete situation information.

As the incident management effort evolves, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and lessons learned. The steps of the planning process are essentially the same for the first responders on the scene determining initial tactics and for personnel developing formal written IAPs.

Incident personnel perform the steps in the leg of the “P” only one time. Once they are accomplished, incident management shifts into a cycle of planning and operations, informed by ongoing situational awareness and repeated each operational period The following are brief descriptions of the meetings and briefings that are repeated each operational cycle until the conclusion of the incident or event.

**Objectives Development/Update**
The Incident Commander/Unified Command establishes the incident objectives for the initial operational period. After the initial operational period, the Incident Commander/Unified Command reviews the incident objectives and may validate them, modify them, or develop new objectives.

**Strategy Meeting/Command and General Staff Meeting**
After developing or revising the incident objectives, the Incident Commander/Unified Command typically meets with the Command and General Staff, and sometimes others, to discuss the incident objectives and provide direction.

**Preparing for the Tactics Meeting**
Once the approach to achieving or working toward achieving the incident objectives is determined, the Operations Section Chief and staff prepare for the Tactics Meeting by developing tactics and determining the resources that will be applied during the operational period.

**Tactics Meeting**
In the Tactics Meeting, key players review the proposed tactics developed by the Operations Section and conduct planning for resource assignments. The OPS Section Chief leads the Tactics Meeting, and key participants include the LOG Section Chief, Safety Officer, a Planning representative and other invitees.

**Preparing for the Planning Meeting**
Following the Tactics Meeting, staff collaborate to identify support needs and assign specific resources to accomplish the plan.

**Planning Meeting**
The Planning Meeting serves as a final review and approval of operational plans and resource assignments developed during and after the Tactics Meeting. At the end of the Planning Meeting, the Command and General Staff confirm that they can support the plan.

**IAP Preparation and Approval**
Based on concurrence from all elements at the end of the Planning Meeting, the Incident Commander or Unified Command approves the plan.

**Operational Period Briefing**
Each operational period starts with an Operational Period Briefing. Incident supervisory and tactical personnel receive the IAP during the briefing. Members of the Command and General Staff present the incident objectives, review the current situation, and share information related to communications or safety. Following the briefing, supervisors brief their assigned personnel on their respective assignments.

**Transfer of Command**
Transfer of command is the process of moving the responsibility for incident command from one Incident Commander to another. When command Is transferred, transfer of command may take place for many reasons, including when:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies arise.
- The Agency Administrator or Jurisdictional Executive directs a change in command.

*A More Qualified Person Arrives*
The arrival of a more qualified person does NOT necessarily mean a change in incident command. The more qualified individual may:

- Assume command according to agency guidelines.
- Maintain command as it is and monitor command activity and effectiveness.
- Request a more qualified Incident Commander from the agency with a higher level of jurisdictional responsibility.

*Transfer of Command Procedures*

One of the main features of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change. Whenever possible, transfer of command should:

- Take place face-to-face.
- Include a complete briefing that captures essential information for continuing safe and effective operations The effective time and date of the transfer of command should be communicated to all personnel involved in the incident.

## Location of Incident Command

**Incident Command Post**

The field location at which the primary tactical level, on-scene incident command functions are performed.

**Staging Area**

The location where resources can be placed while awaiting a tactical assignment.

**Incident Base**

The location where primary logistics functions are coordinated. There is only one incident base per incident. The Incident Command Post may be collocated with the incident base.

**Camp**

A location where food, water, rest, and sanitary services are provided to incident personnel.

## Position Titles

At each level within the ICS organization, individuals with primary responsibility positions have distinct titles. Using specific ICS position titles serves these important purposes:

- Provides a common standard.
- Ensures qualified individuals fill positions.
- Ensures that requested personnel are qualified.
- Standardizes communication.
- Describes the responsibilities of the position.

| Organizational Element | Leadership Position Title | Support Positions |
|---|---|---|
| Incident Command | Incident Commander | Deputy |
| Command Staff | Officer | Assistant |
| Section | Chief | Deputy, Assistant |
| Branch | Director | Deputy |
| Divisions/Groups | Supervisor | N/A |
| Unit | Unit Leader | Manager, Coordinator |
| Strike Team/Resource Team/Task Force | Leader | Single Resource Boss |
| Single Resource | Boss, Leader | N/A |
| Technical Specialist | Specialist | N/A |

## ICS Forms and Descriptions

ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form:

**Incident Briefing (ICS Form 201)**
Provides the Incident Commander and Command and General Staff with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS Form 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

**Incident Objectives (ICS Form 202)**
Describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

**Organization Assignment List (ICS Form 203)**
Provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS Form 207) which is posted on the Incident Command Post display.

An actual organization will be incident or event-specific. Not all positions need to be filled. Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted as necessary.

**Assignment List (ICS Form 204)**
Informs Division and Group supervisors of incident assignments. Once the Command and General Staff agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

**Incident Radio Communications Plan (ICS Form 205)**
Provides information on all radio frequency or trunked radio system talk group assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talk groups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talk group assignments is normally placed on the Assignment List (ICS Form 204).

**Communications List (ICS Form 205A)**
Records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS Form 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS Form 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

**Medical Plan (ICS Form 206)**
Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

**Incident Organization Chart (ICS Form 207)**
Provides a visual wall chart depicting the ICS organization position assignments for the incident. The ICS Form 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific.

The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

**Safety Message/Plan (ICS Form 208)**
This outlines safety messages, priorities, and key command emphasis, decisions, and directions. It also outlines safety hazards and specific precautions to be observed during this operational period.

**Incident Status Summary (ICS Form 209)**
Summarizes incident information for staff members and external parties and provides information to the Public Information Officer for preparation of media releases. The ICS Form 209 is designed to provide a “snapshot in time” to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared.

**Resource Status Change (ICS Form 210)**
Used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS Form 213). The form could also be used by Operations as a worksheet to track entry, etc.

**Incident Check-In List (ICS Form 211)**
Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS Form 211). The ICS Form 211 serves several purposes. This form:

- Records arrival times at the incident of all overhead personnel and equipment.
- Records the initial location of personnel and equipment to facilitate subsequent assignments.
- Supports demobilization by recording the home base, method of travel, etc., for resources checked in.

**General Message (ICS Form 213)**
Used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS Form 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

**Activity Log (ICS Form 214)**
Records details of notable activities at any ICS level, including single resources, equipment, task forces, etc. These logs provide basic incident activity documentation and a reference for any After Action Report.

**Operational Planning Worksheet (ICS Form 215)**
Communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS Form 215 is used by the Resources Unit to complete the Assignment Lists (ICS Form 204) and by the Logistics Section Chief for ordering resources for the incident.

**Incident Action Plan Safety Analysis (ICS Form 215A)**
Aids the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations and is best utilized in the planning phase and for Operations Section briefings.

**Support Vehicle/Equipment Inventory (ICS Form 218)**
Provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information.

**Air Operations Summary (ICS Form 220)**
Provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air resources.

**Demobilization Check-Out (ICS Form 221)**
Ensures that resources checking out of the incident have completed all appropriate incident business and provides the Planning Section information on resources released from the incident. Demobilization is a planned process, and this form assists with that planning.

# Appendix D: Animal and Agriculture (A&A) Incident Coordination Job Aid by Phases

| | FEMA Phases | | | | | | |
|---|---|---|---|---|---|---|---|
| | 1a | 1b | 1c | 2a | 2b | 2c | 3a |
| | **Normal Operations** | **Increased Likelihood/ Threat** | **Credible Threat** | **Activation, Situational Assessment and Movement** | **Employment of Resources and Stabilization** | **Intermediate Operations** | **Long-Term Recovery** |
| **Assessment** | Apply your community's THIRA to A&A systems to assess response needs. | Assess how threat impacts your system and executing the response plan. Survey A&A support facilities for their current status to provide service. | Request or stage resources as needed to support evacuation, sheltering etc. | Assess initial impacts of incident on:<br>• Pets, service animals, and backyard livestock<br>• Agricultural animals<br>• Crops<br>• Other animals | Identify response priorities for the community and A&A systems within the community's priorities and lines of effort (LOEs) to meet them. | Assess progress of A&A LOEs and when stabilization targets will be met. | Work with USDA State & County Emergency Boards to assess recovery needs & available programs. Work with FEMA for Natural, Cultural Resources, Historic Properties (NCH) Recovery planning for zoos & other animal NCH resources. |
| **Awareness** | Establish common operating picture (COP) /Lifeline Dashboard elements for A&A systems and integrate into the EOC's. | Update COP/ Lifeline Dashboard with anticipated impact on A&A systems and A&A critical nodes | Receive updates on:<br>• Weather<br>• Other threats<br>• Evacuations<br>• Protective measures | Update COP/ Dashboard with analysis of impacts on:<br>• Pets, service animals, and backyard livestock<br>• Agricultural animals<br>• Crops<br>• Other animals | Update COP/ Dashboard with A&A LOEs to support Lifeline stabilization targets and share with stakeholders and response partners.<br><br>Update shelter statuses and numbers. | Update COP/ Dashboard with A&A LOE progress and share with stakeholders and response partners | Update COP/ Dashboard with recovery needs and activities |

| | FEMA Phases (continued) | | | | | | |
|---|---|---|---|---|---|---|---|
| | 1a | 1b | 1c | 2a | 2b | 2c | 3a |
| **Actions and Operations** | Use needs assessment to build the A&A portion of the EOP to address it.<br><br>Execute Mutual Aid Agreements (MOAs) and contracts to fill response gaps with other jurisdictions and voluntary organizations. | Consider deploying representatives to EOC and activating response positions as needed.<br><br>Review MOAs and contracts with resource providers.<br><br>Participate in the EOC policy-making process. | When appropriate, activate A&A IMT Command and General staff and notify EOC and IMT support staff.<br><br>Activate limited response teams and single resources. | Activate remainder of EOC and IMT staff based on incident complexity.<br><br>Activate additional response teams and single resources based on tactical planning.<br><br>Prepare to receive or support Incident Command in receiving mutual aid resources from other jurisdictions. | Support Incident Command's A&A LOEs with appropriate resources.<br><br>Begin planning for support of transition to recovery. | Support IC release of resources as appropriate.<br><br>Continue planning for support of transition to recovery and initiate recovery actions as applicable. | Continue recovery actions and pivot response resources to recovery as applicable.<br><br>Support USDA and other recovery programs. |
| **Public Education** | Ensure that A&A is part of the community's public awareness/ preparedness campaign. | Increase the flow of information to the public and private w/ recommended precaution and protections for animals and agricultural commodities. | Add A&A statements to state and local messaging in when possible.<br><br>Convey locations of shelters that accept animals. | Update the public through designated media on status of animal shelters. | Prepare messages specifically on A&A issues.<br><br>Have PIO add them to briefings, call center talking points, and social media posts. | Monitor media and social media for rumor control and manage inaccurate information. Provide relevant A&A content for ongoing incident communications as incident evolves. | Inform stakeholders of available recovery programs and processes to access them. |

# Appendix E: Incident Coordination Checklist

*This checklist job aid is designed to provide a quick overview of key coordination actions pertaining to animal and agricultural ICS issues at the local, state, tribal, territorial, or national levels. More detailed information on Emergency Operations Center management can be found in the FEMA document NIMS Emergency Operations Center How-To Quick Reference Guide.*

The tasks identified below are essential to preserving life and health, maintaining public safety, and using resources efficiently. Jurisdictional authorities, capabilities, policies and plans vary widely across the country; readers should first understand the requirements in their locale and then adapt this list accordingly.

Checklist items should be applied by individuals and teams with ICS and EOC management training. Those without the requisite skills should:

- Review this checklist to determine the level (local, STT) and function (animal care, logistics, etc.) that could best use your skills.
- Contact the jurisdictional emergency manager or animal response leader, determine what training is available, and follow their directions in preparing for deployment.

Since many of the requirements for disaster response and recovery are established by statute, failure to operate within ICS or EOC direction (e.g., by self-deploying) could result in injury, death, response failure, and civil or criminal penalties.

## Coordination Checklist: Encompassing All Jurisdictional Levels

### Key Planning Steps

- ☐ Identify jurisdictional authorities, policies, plans, and key partners pertaining to animals and agriculture.
- ☐ Identify jurisdictional coordination responsibilities and mechanisms pertaining to animals and agriculture.
- ☐ Identify personnel who will represent the animal and agricultural issues and resource needs in the jurisdictional ICS as well as at the EOC. For this document, persons who will support animal and agricultural issues at the EOC will be referred to as the Emergency Support Function (ESF). Actual terminology may differ across jurisdictions.
- ☐ Identify and catalog jurisdictional animal and agricultural resources and partners, including governmental agencies, academic partners, private sector businesses, and non-profit/voluntary organizations.
- ☐ Identify or develop mutual aid agreements that provide additional animal or agricultural resources.
- ☐ Provide ICS and EOC training and exercises to personnel who will respond to animal or support agricultural issues in jurisdictional emergencies and disasters.

### Activation

- ☐ Notify ESF personnel and provide mobilization time, location, check-in, hours, and shift information.
- ☐ Facility/systems access: Ensure all ESF personnel have building access and accounts/training for EOC software packages.
- ☐ Logistics: Provide support for transportation and lodging when appropriate
- ☐ Agency representatives from animal or agricultural resource providers, such as a Community Animal Response Team (CART) or Cooperative Extension representative may be mobilized to the ICS organization to help coordinate animal or agricultural resources at the ICS level.

### Response

- ☐ Arrive at the EOC, check in, and report to the designated supervisor.
- ☐ Identify daily schedule and coverage of calls, meetings, reports, and other key duties.
- ☐ Identify ESF staffing needs based on incident scale, shifts, and the need for animal/agriculture subject matter experts at the EOC or through virtual support.
- ☐ Initiate action tracking, assign tasks, provide reports, and contribute to briefings.

- ☐ Maintain situational awareness, identify challenges, and recommend potential courses of action.
    - Maintain active communication with jurisdictional response partners.
    - Conduct/attend daily ESF coordination calls as necessary.
    - Collect information specific to the animal and agricultural response for the jurisdictional EOC. Sources include ICS situation reports, media, and response partner sources (animal sheltering agencies, animal control, etc.) Field observers may be employed by the EOC/ESFs to facilitate the collection of accurate situational information.
    - Situational information could include (but is not limited to):
        - Animal sheltering locations, current numbers and types of animals, and capacity per location.
        - Agricultural impacts including livestock and poultry mortality.
        - Challenges or resource shortfalls.
        - Animal disease outbreaks or zoonotic disease concerns.
    - For some EOCs, collected information may be derived from situation reports from EOCs within the jurisdiction. For example, county EOC from cities, State EOC from County/Parish/Borough EOCs, and federal from STT sources.
- ☐ Support animal/agricultural resource requests through analysis, resource identification, and referral of resources for mobilization
    - Identify the forms or processes necessary to assign or request resources.
    - Resources may be engaged through jurisdictional resources, jurisdictional response partners, mutual aid from other jurisdictions (local/intrastate mutual aid, state-to-state mutual aid), contractors, non-governmental organizations, or requests to the next higher level of government (examples: local to state, state to federal).
- ☐ Support PIOs:
    - Provide expert information on animal and agricultural issues (from ESF or response partners).
    - Assist in responding to questions/concerns from jurisdictional political leaders and agency executives.
- ☐ Coordinate with non-governmental partners pertaining to volunteer and donation management activities.
- ☐ Support responses to executive or legislative concerns, questions, or taskings.
- ☐ Support accurate incident documentation:
    - Track ESF personnel, including hours, costs, shifts, and demobilization dates.

- Mobilize additional personnel to rotate in for long incidents.
- Track costs of animal or agricultural support actions when appropriate.

☐ When jurisdictionally appropriate, provide operational coordination for animal and agricultural support operations as provided in jurisdictional statutes, policies, and plans.
- Some jurisdictions have used the EOC to oversee mass care and sheltering operations, including animal elements of such.
- Some agencies may have statutory assignments for emergency response missions, such as evacuation, sheltering, and management of commercial livestock, which may result in complex interfaces between that agency's EOC and ICS duties during response.

**Transition to Recovery and Demobilization**

☐ Identify key issues that will require continued support as the incident transitions to recovery.
- Briefing for recovery coordination personnel; for example, the federal system has Recovery Support Functions (RSF).
- Identify applicable resources and contacts.

☐ Thank non-governmental and other supporting partners for their contributions.

☐ Contribute to after-action initiatives.
- Hot wash discussions
- After Action Meetings, After Action Reports, and Corrective Action Reports

☐ Develop ESF demobilization plan.

☐ Finalize ESF records into the incident documentation system.

☐ Support Finance and Administration in compiling cost information pertaining to animal and agricultural coordination and response.

☐ Identify personnel who will represent jurisdictional animal resources and stakeholders in recovery processes, including long-term recovery committees.