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

Current Best Practices in Animal Emergency Management

Community Engagement and Outreach

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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 Agriculture 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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Introduction

The National Pet Owners Survey for 2021 to 2022 – conducted by the American Pet Products Association (APPA) – says 70% of households in the United States own a household pet. This is about 90.5 million families (*Pet*, n.d.). In addition to having household pets or service animals, many people and communities rely on animals for their livelihoods.

When disasters affect people, they affect their household pets as well. Therefore, emergency managers at all levels must incorporate household pets into all disaster preparedness, response, and recovery activities. In 2021, there were 20 weather/climate disaster events in the US with losses exceeding $1 billion each. 2021 marked the seventh year in a row where 10 or more separate disaster events in the U.S. caused at least $1 billion in damage (*U.S.*, 2023).

In addition to weather and climate disasters, threats from chemical and biological hazards or even manmade incidents should not be overlooked. Government resources at all levels can become overwhelmed during disasters for a variety of reasons, including, but not restricted to:

- Limited or inexperienced staff
- Catastrophic incidents
- More than one disaster occurring at a time

Involving community members and organizations in all-hazard disaster preparedness, response, and recovery activities can build trust and resilience. It can also strengthen partnerships while helping people gain the knowledge and experience necessary to take care of themselves and their pets if needed.

All-hazard preparedness by people for their households, including their pets, is an important part of emergency planning. If people are prepared and able to help themselves and their pets, this lets disaster responders use community resources for those who have special needs or are more severely affected by a disaster.

According to the Centers for Disease Control and Prevention (CDC), the term ‘community engagement’ means “the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people” (CDC, 1997).

Core community engagement activities include community meetings, community outreach, providing neighborhood services, and developing partnerships. Community

engagement is ongoing throughout the incident management cycle – prevention, preparedness, response, mitigation, and recovery.

Local governments are using a wide variety of community engagement practices to enhance their operations. The benefits they are gaining include:

- Increased program participation
- More efficient use of resources
- Improved relations with sectors of the community
- Increased community contributions to shared outcomes
- Better information for program planning

In an era of increased budget challenges, effective community engagement has moved from being “nice to do” to an essential way of more effectively aligning resources with community needs and opportunities (Blue Sky Consulting Group and Common Knowledge, 2012).

This document guides any agency, organization, or individual responsible for – or interested in – supporting pets during emergencies and disasters on best practices for engaging with the whole community.

Disasters begin and end locally, and most never make it beyond the local response. It is critical that individuals and groups on the local level coordinate with their local government and that government’s emergency management, working from the bottom up.

Topics addressed, tailored specifically to supporting pets, include animal emergency preparedness, the whole community approach, community needs assessments, and community engagement activities and techniques. It also addresses outreach messaging audience assessment, content development, and delivery considerations.

It will take consistent, easy-to-understand, and expedient messaging right before an incident, during, and after to assist people with their pet care and decisions. Outreach messaging should be designed for – and aimed at – specific populations, with special attention to how the message is worded.

Multiple messages or delivery types, including messages in multiple languages, may be needed to reach specific groups of people who are displaced or separated from each other and their pets during a disaster.

Outreach messaging should be coordinated across agencies and organizations at all levels. Funding opportunities to support community engagement and outreach activities may specifically address pets, but there may also be funds available from organizations that are not necessarily animal-oriented.

Some common challenges to successful community engagement related to pets in disasters are discussed here, such as message fatigue, rumor control, spontaneous volunteers, and staff turnover.

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Whole Community Approach

With any major disaster, government at all levels must deal with the limitations of what it can do to respond quickly and effectively. Federal and state governments can expand their reach and deliver services more efficiently by working with individuals, institutions, and groups that are already active in the affected areas.

Local emergency response agencies are in the best position to draw from community members and organizations and are the most knowledgeable about local resources. For this reason, state and federal resources should be used to support and supplement the work of local agencies rather than leading the response efforts.

The “whole community” approach is a way of dealing with emergencies, from preparedness through recovery. Involvement throughout the disaster cycle ensures roles and responsibilities are reflected in planning, response, and recovery.

Whole community emergency management:

- Understands and meets the needs of the whole community.
- Involves the whole community, who may not be aware of the Incident Command System (ICS) but are still essential partners.
- Involves all aspects of the community – public, private, and civic – in defining those needs and devising ways to meet them.
- Strengthens what works well in communities each day to improve their ability to recover as quickly as possible from a disaster.

As communities are made up of many distinct audiences, it will be important to seek input and ideas on how to get them to take part in activities that revolve around disaster preparedness, response, and recovery.

To work, this has to happen at all levels. This includes the support of pets. Critical to this outreach is:

- Exploring existing relationships and networks whenever possible
- Reaching out and communicating through known and trusted sources
- Understanding and listening to what members of the community need
- Offering real benefits that address a genuine, confirmed need
- Recognizing and supporting communities’ capabilities
- Giving people the power to act

Whole Community Definition

According to FEMA, “preparedness is a shared responsibility; it calls for the involvement of everyone – not just the government – in preparedness efforts. By working together, everyone can help keep the nation safe from harm and help keep it resilient when struck by hazards, such as natural disasters, acts of terrorism, and pandemics” (FEMA, n.d.).

FEMA also compiled a list of what is included in the whole community. This list includes:

- All levels of government
- Local and national media outlets
- Individuals and families, especially those who have access and functional needs
- Any businesses
- All faith-based organizations and community organizations
- All nonprofit groups
- Schools and other academic-related organizations

According to FEMA, “the phrase ‘whole community’ appears a lot in preparedness materials, as it is one of the guiding principles” (FEMA, n.d.). FEMA says this phrase means two things.

1. **Involvement:** You have to involve the public in the development of documents meant for preparedness for disasters.
2. **Roles and Responsibilities:** You then have to make sure each person’s role and responsibility are reflected in the content of each document.

Section IX of this document contains more information on whole community emergency management.

Needs Assessments

There are a lot of ways you can engage with your community to strengthen support for pets during times of disaster. To determine which ways will work best, it is important to identify who lives in your jurisdiction and decide what kind of communication will reach them most effectively.

Community assessments or needs assessments are a common way to gather information about the populations you intend to serve. They can help determine:

- The most common risks to community
- Strengths and areas for improvement
- Key partners to engage with
- Communication methods to consider

Many agencies and organizations already perform community needs assessments on a regular basis; one example is public health. Consider meeting with those organizations to determine whether there are existing questions that pertain to pets in their survey. If not, perhaps they would consider incorporating them and sharing their data with you.

It is important to ensure that these assessments reach everyone in the community, so a variety of methods may need to be implemented. As a result of a disaster, communication methods may need to be altered during the response or recovery phase (e.g., due to power outages, internet outages, or cell tower damage). When designing community assessment questions and methods, consider racial, ethnic, cultural, and geographic differences.

Other things that need to be considered include:

- Values regarding pet care and ownership.
- Access to media and technology.
- The ability of specific groups of people to prepare for a disaster.

Specialized needs assessments and damage assessments can be designed pre-disaster and performed during the response phase to gather critical, just-in-time information to share with response partners. Needs assessments performed during the recovery phase can be helpful in determining whether ongoing recovery efforts are addressing the needs of the whole community.

Through their Pets for Life Program, The Humane Society of the United States (HSUS) produced a Community Outreach Toolkit that contains a whole section on community assessments.

A community assessment serves multiple purposes, according to HSUS:

- It deepens your understanding of the community, even if you have anecdotal recognition of local pet populations and underserved areas (HSUS, 2021).
- It illustrates the importance of connecting human demographics to companion pet disaster preparedness (HSUS, 2021).
- It provides an overview of the distribution of resources and services across various communities (HSUS, 2021).
- It pinpoints a focus area to help develop a comprehensive outreach strategy. It focuses geographically, which allows saturation and migration (HSUS, 2021).

There are a variety of online options for obtaining data about communities, according to HSUS, including:

- Census Bureau (detailed demographic data)
- Opportunity Atlas (social mobility data)
- Mapping Poverty in America (location and concentration of poverty)
- CDC Social Vulnerability Index (external stresses on human health data)
- City Data (demographic data by city and ZIP code)
- American Veterinary Medical Association (pet demographic calculator)
- City, county, or state websites

You must develop and maintain a community resources database with animal-related and non-animal-related resources. These organizations may participate in the community assessment, and, as a result of the assessment, more resources might be identified and added to the list.

According to HSUS, some examples include:

- Shelters
- Animal control agencies
- Veterinary offices
- Community medical and spay/neuter clinics
- Animal welfare organizations and rescue groups
- Big box retailers and discount stores for pet food and supplies
- Pet service providers, like boarding facilities
- Social welfare organizations
- Public assistance offices
- Faith-based organizations (HSUS, 2021).

Mapping can display demographic information, community resources, and overall geography that highlights potential focus areas and identifies barriers to accessing

services. A map displays the data in a way that is easy to comprehend and makes communication in reports and marketing material more direct (HSUS, 2021).

Using the demographic and pet resource data from the database should help identify local pet populations and the most underserved areas. Electronic maps can be updated regularly, shared easily, and allow multiple layers of data to be viewed at the same time through preparedness, response, and recovery phases (HSUS, 2021).

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Community Engagement

Effective community engagement supports a cohesive community and leads to improved outcomes. In addition, it provides opportunities for communities to come together. This is especially important during disaster response.

Effective community engagement has four critical foundational pillars (Blue Sky Consulting Group and Common Knowledge, 2012):

- **Community knowledge:** "Develop a deep understanding of the concerns, values, cultures, habits, and demographic characteristics of the community" (Blue Sky Consulting Group and Common Knowledge, 2012).
- **Understanding community resources:** "Know the community-based and government organizations and leaders that serve, interact with and have the trust of the community" (Blue Sky Consulting Group and Common Knowledge, 2012).
- **Having strong partnerships:** "Be known and accepted as a partner in collaboration. This requires a commitment to building and maintaining relationships" (Blue Sky Consulting Group and Common Knowledge, 2012).
- **Community engagement culture:** "Prioritize engagement within the organization (at all levels) and support continuous improvement in cultural competency" (Blue Sky Consulting Group and Common Knowledge, 2012).

Knowledge of the Community

Community outreach efforts support reaching audiences that are traditionally overlooked or may not have been positively engaged. Vulnerable populations, pets, and agencies that have strengths and skills in serving these populations typically have not been included in emergency planning.

In addition, there is inadequate training of emergency responders, planners, and providers in the special consideration of vulnerable populations and animals during disaster incidents.

Best practices to engage underserved populations and pet owners in disaster preparedness, response, and recovery include:

- Familiarity with the various cultures and languages spoken in a community or service area and availability of written information and staff who can communicate with community members who speak these languages.
- Assessing the population's actual needs and challenges, including access to pet resources when faced with a natural disaster or other emergencies.
- Defining key audiences and partners.
- Researching and introducing ideas and soliciting feedback.

- Building authentic connections.
- Creating valuable networks.
- Giving guidance to community members, individuals, and groups on how to engage properly.
- Helping support partners integrate.
- Knowing how to integrate supporting organizations and partners into the existing system.
- Helping these groups engage with the authorities who have jurisdiction on animal issues, in order to determine what the groups can offer. This can involve a checklist and a self-assessment.
- Developing coalitions with elected officials and government authorities.
- Driving groups that want to help toward the proper channels and affiliations.
- Giving guidance to emergency managers on how to engage the community in preparedness and response activities.
- Building and maintaining relationships before disaster events.
- Building trust, being responsive, creating and distributing engaging content, continuously educating, and applying fun and interactive engagement where appropriate. Consider trivia, games, and fun facts on social media posts.
- Being consistent with community engagement.

Understanding the community might also support reducing message fatigue by arranging for a local, recognized animal expert, like a veterinarian or animal services officer, to deliver your message. A local, recognized face that audiences connect with helps cut through message fatigue and validates your message.

An Understanding of Community Resources

Understanding the community-based and government organizations and leaders that serve, interact with, and have the trust of the community supports efforts to reach the whole community. It is vital to understand the community's resources and how best to reach them to ensure a collaborative and cohesive approach to community engagement before, during, and after a disaster.

Some key points include:

- Collaboration with key interested parties in the community, including government and nonprofit service providers, pet-related businesses, and community-based organizations.
- Offering disaster preparedness and response information at food pantries and low-cost veterinary clinic events.

- Doing outreach activities outside of typical working hours to have the best chance of whole community engagement.
- The complexity of communications/paradigm shifts in communications – micro-cultures within cultures need to be considered when thinking of how we communicate.

Understanding community resources, barriers, and limitations will also help during times when evacuation orders are not adhered to. While not encouraging people to ignore evacuation orders, include a small section in your preparedness communication information under “If you need to shelter-in-place” and list how best to prepare to be self-sustaining for seven to 10 days.

Having situational awareness of the community and maintaining partnerships might help reduce concerns with well-meaning citizens who want to volunteer, often referred to as “Spontaneously Unaffiliated Volunteers” (SUVs).

With collaborative and strong messaging, you are better able to reach more of the community and provide the most updated and accurate information for those who would like to get involved but might not have the information or prerequisites necessary.

Strong Partnerships

It is recommended that agencies, and trusted community leaders, partner together in advance to avoid redundancy and conflicting messaging during times of disaster. Maintaining these valuable relationships will allow for an ongoing dialogue during these events.

Outreach must be bidirectional, and feedback from all interested parties must be taken into consideration when creating community outreach strategies and materials. When creating messages with partners, it is vital to:

- Develop accessible and tailored emergency preparedness and alert messages.
- Understand the best ways to disseminate messages to hard-to-reach populations.
- Understand the technology skills, access level, and preferences of the population.
- Set goals and track metrics for outreach activities, such as the number of people and pets met, follow-up calls, and supplies and services provided.
- Conduct train-the-trainer workshops to increase your capacity to reach people and pets.

Outreach is a long-term commitment, and maintaining a presence is necessary because proactive research will never stop. New community pockets can be added for proactive outreach while you continue to serve the original focus area(s) reactively.

Potential agencies and organizations to partner with in a community include but are not limited to, those that serve:

- Owners of pets.
- Low-income populations.
- Neighborhoods.
- Homebound elderly individuals.
- Those experiencing homelessness.
- Those with physical disabilities.
- Those whose first language is not English.
- Those who are blind or visually impaired.
- Those who are hard of hearing or deaf.
- Those with cognitive or developmental disabilities.
- Undocumented residents.

Relationships are not static. They must be kept alive on an ongoing basis. The key is to stay engaged. You can use this as an opportunity to be positive and build positive associations and trust.

Suggestions for ongoing activities include:

- Appointing a liaison to coordinate activities.
- Communicating openly and regularly.
- Sharing operational information regularly.
- Planning events together throughout the relationship to sustain the momentum, including joint exercises as appropriate.
- Participating in and supporting the partner's events, activities, and conferences.
- Meeting at least once a year to discuss the progress in implementing the partnership. Revising or developing new plans or goals as appropriate.
- Creating and fostering an image; building joint brand recognition.
- Consider other cross-marketing opportunities as relationships grow, such as links to each other's websites and joint press conferences on relevant topics.
- Identifying opportunities for recognition with the partner organization.
- Documenting the progress of the relationship by, for example, keeping written minutes from meetings, sharing newsletters, and sharing information on field activities or responses.

A Culture of Community Engagement

A culture of community engagement starts with prioritizing engagement within the organization at all levels. It supports continuous improvement in cultural competency (Blue Sky Consulting Group and Common Knowledge, 2012). Clarifying the goals for community engagement enhances the design of effective engagement activities.

Specific goals can be as varied as the organizations seeking to connect with community members and will depend on the outlook and purpose of an organization's programs. A general spectrum of goals might include the following:

- Increasing awareness of issues, services, and opportunities
- Increasing the use of programs
- Educating residents on issues and involving them in the decision-making
- Motivating a change in behavior
- Empowering communities to identify and address their issues and opportunities

Some see these goals as a continuum, while others find it more useful to think of them discretely. Regardless, establishing clear goals will enhance the effectiveness of community engagement efforts.

Finally, organizations can use the following suggestions as they design engagement activities for specific populations. These strategies are effective in helping organizations to be more accessible, relevant, and impactful for changing populations.

Some of these suggestions include:

- Going where the people and pets are
- Making the process accessible
- Customizing interactions to specific cultures and circumstances
- Investing in ongoing relationships
- Using media strategically

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Outreach Messaging and Communications

In recent history, significant paradigm shifts have occurred that have increased the complexity of communications. When it comes to outreach and messages, there is no "one size fits all" solution. Audiences are segmented, and their micro-cultures must be considered.

Before developing your message, consider your audience, what you are trying to get across, what you want them to do, and possible methods for delivering the message. In deciding the focus, set aside some time to consider your mission, community, and the most crucial information you would like those you interact with to know.

In developing messaging for all phases of emergency management, you might consider breaking out information by the following:

- What to do to prepare before the emergency
- What to do at the time of the emergency
- What to do after the emergency

After the passage of the Pets Evacuation and Transportation Standards (PETS) Act, which required consideration of pets in emergency planning nationwide, the number of reputable sources of emergency and disaster-related information about pets increased. Organizations can look to the Department of Homeland Security (DHS), the AVMA, the Centers for Disease Control and Prevention (CDC), and the American Red Cross, as well as several animal-related nonprofits, for examples of what to focus on and how to present your message.

Commercially available materials may not always use appropriate messaging regarding pets. If you are using these as part of your overall outreach, make sure that the content reflects the jurisdiction's emergency response plan for animals and incorporates any important information gleaned from ongoing community engagement or response activities.

This section also provides considerations for message content.

Audience

Consider the audience you want to reach. You might have messages prepared especially for emergency managers, veterinary professionals, and the public. During the response phase, previously prepared messages must be updated regularly on the most recent events.

Who are you trying to reach? A message tailored to children, for example, will be very different from one intended to educate emergency responders. Is your audience mixed in terms of age, ethnic group, education level, and income? These are some of the things to consider when creating your messages.

Some other things to consider:

- Have you thought about those with disabilities and the unique needs they might have?
- Is the message clear and appropriate for the specific group receiving it? The message needs to consider their needs, values, and situation.
- Can you invite a native speaker and others from the community of focus to review or deliver the product? For example, not all Spanish-speaking individuals share the same culture and language. Try to engage the local ethnic community for help with reviewing translations.
- Does the message cover the right area (geographically) that is affected? There are areas in every jurisdiction that have emergencies that happen again and again. For example, coastal areas will have different messaging needs from desert areas.

During and after a disaster, you might have responders coming into your community from a variety of other areas. Consider putting together a simple, brief packet of information about your community to share with these individuals when they report for duty. Information could be emailed, printed, and shared during a briefing.

Content

In developing content that we want people to remember, simplicity and clarity are key. The most effective messaging delivers a concise, easy-to-understand concept that can be grasped by a kindergartner. If the concept is complicated, the language is convoluted, or the message is littered with insider-only jargon, people will not take the time to figure it out.

Below are some questions and considerations to guide the development of message content:

- What does your organization uniquely provide to the community?
- What resources are you trying to encourage awareness or use of?
- What are the key points of the message? Does the content convey the message?
- Does the material talk about risks common to the area? Develop a simple risk assessment of local hazards to use for educational purposes. Prepare template

messages that can be quickly updated with the most current information during a response.

- Does the message tell who is responsible for providing support for pets?
- Does the message provide sources for more information, additional resources, questions, or follow-ups? Is it clear whom to contact for more help? A constant struggle is making sure communities are aware and know to ask for local resources. Do you need a simple message that can be remembered by other responders, so they know to call you? Is the appropriate contact information clear on the message?
- Are the facts presented in the message facts? Can they be documented? Does the message convey the most current and accurate information at the appropriate level of detail?
- Does the message provide an appropriate timeline? Are there timelines for different types of events? For example, tornadoes and fires move more quickly than hurricanes.
- Does the message define success? What is the intended result of the communication at both the individual and jurisdictional levels? For example, are you trying to increase self-evacuation by a certain percentage since your last disaster?
- Is the message intended to be actionable? If so, does the message contain sufficient detail to encourage that work?
- How will the message encourage citizens to comply? Are there incentives for getting citizens to comply, and are the incentives clearly stated?
- Does the message offer choices or options?
- If the goal is general preparedness, is there messaging developed on how to prepare appropriately for pets in emergencies?
    - Does the message make recommendations on what to include in a 72-hour kit for pets?
    - Are there suggestions on where to find off-the-shelf kits?
    - Does the message consider pets not covered by the PETS Act, such as horses, livestock, exhibition animals, and research animals?
- Does the message clearly explain the difference between “shelter in place” and leaving pets behind? The audience needs to understand that pets should be evacuated along with people and that sheltering in place occurs when people are directed to do so. Pets must follow their owners.
- Does the message make recommendations for methods of evacuation? Are pets allowed on public transportation in your jurisdiction’s emergency plan? If yes, tell people that in your message. List any requirements, such as pets needing to be on a leash or in a carrier.

- Does the message provide recommendations for places to go if evacuation is required?
- Is the message achievable? Will people be able to follow the instructions?

Consider your frequently asked questions and keep track of them so you can prepare simple responses. Evaluate the messaging of other local emergency responders and see if there is a way to incorporate and build off their efforts.

If you are ready to develop your message, try this exercise. Start by producing a single sentence. It does not have to be comprehensive of everything you would like to convey, but the most important thing you that you would like someone to walk away knowing.

That is the key to your messaging – repeat it and build it into a single paragraph, and from there, into a single page. From this simple exercise, you might be able to adapt anything from a sticker to a white paper with plain language that is compelling and provides essential information.

For example, the mission of the organization is to teach every family to make an emergency preparedness kit that includes pets.

- **A single sentence:** Packing three days of food, water, and medicine for people and pets keeps the whole family safe in an emergency.
- **A single paragraph:** The most important thing you can do to protect your family during a disaster is to have a plan. Today, think about what you might need if you had to evacuate quickly. This means making an emergency kit that contains at least three days' worth of food, water, and any medicine you take. You will also want to have copies of important documents. Keep this kit in an easily accessible location and update it every year as part of your spring clean or another annual event.

Delivery

Systems that are used during disaster preparedness and emergency responses are usually designed for populations that can receive, understand, and respond to mainstream messages. Most emergency public warnings, notifications, and preparedness materials are not designed for communities that do not understand or speak English, have visual or hearing impairments, or are otherwise isolated (Klaiman et al., 2010).

Special consideration must be given to this segment of the community with increased risks during a disaster, especially those who are responsible for pets. Distinct

communities within the jurisdiction need to be recognized, and outreach methods need to be tailored to each.

Public information officers (PIOs) and liaison officers should try to identify an established, recognized, trusted community partner already in place to deliver the message or assist in delivery. Building trust in these communities takes time, and using an existing, established partner will give credibility to your messaging. Community partners can help you gain a better understanding of what will work best for your focus population.

The type of outreach material will depend on the culture, tradition, and values of the target population. During an incident, unified and coordinated communications and messages should be coming from government – especially local – PIOs and joint information centers (JICs), with individual responding agencies and organizations sharing and amplifying the unified message.

This does not affect individual agency or organization communication strategies during non-emergency times. Listed below are some methods to consider for delivering emergency information to your community.

- In-person:
    - Organizing and attending training, meetings, and conferences to engage with community members or deliver a prepared presentation.
    - Setting up a table at an event to engage with community members and offer pamphlets, newsletters, or other materials.
    - During the response, PIOs might report to a physical or virtual JIC to coordinate messaging.
    - Liaison officers might set up regular meetings with key response partners to deliver updated information.
    - This might be required if communication systems are offline during a disaster.
    - Meeting face-to-face builds trust with the community.
    - Create presentations and templates that can be updated in real time during the response phase.
- Media, such as local news stations, newspapers, radio stations, and direct mailings within other official correspondence.
- Electronic outreach:
    - Consider alternative methods for when power, phone, cell, and internet outages happen.
    - Emails – templates can be prepared ahead of time and updated as needed; important to keep distribution lists up to date.

    - Social media message templates.
    - Text messaging – might go through even when calls cannot.
- Newsletters:
    - A regular newsletter should be distributed to the public through community organizations, providers, and local community health centers. To effectively reach all populations, provide the newsletter in languages commonly spoken in the community as well as large-print and text versions for those with visual impairments or those who use accessibility devices.
    - Consider distributing the newsletter electronically.
    - Newsletter distribution lists can be used during a response to share critical information or request resources.
- Social media:
    - Leveraging social media for crisis management. This can:
        - Facilitate social interaction and communication using online internet-based platforms.
        - Provide pet owners with a greater role in preparing for and managing crises.
        - Build more resilient communities.
        - Allow for timely dissemination of information to a wide audience.
    - Information dissemination
        - Provide reliable information quickly to the public.
        - Address rumors and misinformation.
        - Deliver information in a variety of ways – images, infographics, text, video, and audio.
        - Dependent on the reach of social media platforms across technological know-how, education, age, language, and culture.
    - Disaster planning and training
        - Promote training, scenario planning, and collaboration between agencies in all sectors.
        - Support sustained training and collaboration.
    - Collaborative problem-solving and decision-making
        - Collect information from various streams to improve situational awareness and make informed decisions.
        - Request resources or specific information from the public.
    - Information gathering
        - Firsthand footage, citizen journalism, and disaster assessment are central to information gathering for coordinating crisis response.
        - Social media management – software programs or people gathering data.

        - Filter information to PIO, liaison officer, and other response personnel to use for future information dissemination and to address rumors and misinformation.
    - Social networks and blogs
        - Facebook
        - Instagram
        - Twitter
        - FEMA blog
    - Bookmarking sites
        - Reddit
    - Collaborative projects
        - Wikipedia
    - Content communities
        - YouTube
        - Flickr
    - Social reviews
        - Yelp
        - Google My Business
    - Application of social media tools across crisis management phases:
        - Preparedness phase
            - Focus on preparedness, planning, and training.
        - Response phase
            - Engage community networks to gather, analyze, and disseminate information promptly.
            - PIO, liaison, and social media manager.
            - Address rumors and misinformation.
        - Recovery phase
            - Provide longer-term planning and support to restore the community to normalcy.
            - Regular updates on the status of projects.
    - Framework for whole-of-government (WOG) crisis management using social media
        - The general mandate for managing crises using social media
            - Obtain senior leadership buy-in on the value of harnessing social media tools as a complementary approach to WOG crisis management.
        - Strategic guidelines
            - Establish clear and consistent guidelines for the use of social media tools for crisis management.

        - Develop an expedited process to ensure information is circulated promptly.
        - Harmonize new processes with existing communication processes.
    - Capability development
        - Early detection – Put early detection mechanisms and active sensemaking platforms into place. Monitor social networks, blogs, and forums regularly. Maintain relationships with active groups on social media that can be leveraged during crises.
        - Optimized task handling – Dedicate resources to support information dissemination, disaster planning and training, information gathering, collaborative problem-solving, and decision-making within the organization. Targeted use of social media tools can complement existing analytical processes to enhance preparedness, response, and recovery efforts.
        - Integrated public alert and feedback system – Incorporate social media tools that allow for seamless and straightforward communication between the public and government officials. Invite the public to submit relevant information to enhance operations. (Chan, J.C., 2013).

Consider the following partner organizations when developing your outreach strategy. Be sure to include ongoing guidance to partners to ensure updated messages are shared regularly.

- Businesses and organizations that service animals and their owners, including, but not limited to, veterinary clinics, animal control, animal shelters, livestock associations, pet supply stores, boarding kennels, and equine boarding facilities. Encourage them to educate their clientele on pet preparedness and to develop a business preparedness plan for animals in their care.
    - The NARSC is a collaboration of the major national animal protection organizations in the U.S. Participants in the coalition include the most experienced, qualified animal rescue and sheltering management professionals in the country. Many of the organizations have developed animal preparedness materials that can be used to support your local efforts.
- Organizations traditionally engaged in large-scale disaster planning and response, such as local emergency management agencies and fire departments, are potential partners. Other potential partners include citizen preparedness and

response groups, such as Citizen Corps, State Departments of Agriculture, Community Emergency Response Teams (CERT), and Voluntary Organizations Active in Disaster (VOAD). The most localized chapters will be able to help identify the target population's needs and provide outreach opportunities. Remember that those involved with the human services sector of disaster should recognize that animal response is part of human response. People's behavior will be impacted by the options available to their pets.

- Organizations that are not traditionally animal or emergency management groups will often have the greatest influence on reaching your target population. They can include grassroots organizations, civic and cultural groups, faith-based organizations, small business leaders, and local churches. Engage them as partners in your planning and outreach processes. These organizations are good resources for determining the focus population, who the leaders are, and who is the most trusted.

Evaluating Disaster Preparedness and Planning Resources

Below are some useful considerations to keep in mind when deciding on messaging preparedness and planning content.

- Current – Does the material meet national, state, and local emergency planning needs?
- Relevant – Does the material match local risks?
- Accessible – Is the material available in electronic form and print? Is it easy to read? Is it available in the languages that your community members speak?
- Accurate – Does it reflect current best practices?
- Complete – Does the material provided cover both evacuation and return?
- Concise – Is the detail level appropriate? Remember, less is generally more.
- Achievability – Will community members be able to carry out the action steps listed?
- Affordable – Is the material available for free?

Community Engagement During Incident Response

- Identify a PIO and liaison officer and delineate who each position will correspond with.
- Balance the need for speed with accurate, effective messaging.
- With a script in hand, begin communicating with critical external audiences.
- Begin media and other external audience outreach – use news releases if appropriate.
- Update your website and social media channels as needed.

- Evaluate message effectiveness as the situation progresses.
- Take part in active monitoring of social chatter and respond as appropriate.
- Encourage ownership of responses while staying on the message.
- Implement methods for updating key audiences with ongoing information.
- Distribute post-disaster communications.

Adjustments to outreach messaging methodology should be considered based on regular meetings with formal and informal community leaders, the results of outreach activities, and comments and feedback from the community. Surveys, focus groups, and regular meetings or briefings help determine the usability of materials and track results in intended populations.

Lists of partners and other interested parties and their contact information should receive regular updates.

Funding

There are three primary types of financial resources: government, private foundation/nonprofit organizations, and corporations.

1. Local, state, tribal, and federal governments are responsible for considering pets in emergency plans based on the PETS Act and the Post-Katrina Emergency Management Reform Act (PKEMRA). Thus, animal preparedness and community outreach are recognized as legitimate activities in emergency preparedness. Reach out to officials in your state or territory for information on funding opportunities. The following programs might be available to support your activities:
    a. Homeland Security Grant Program (HSGP)
    b. State Homeland Security Program (SHSP)
    c. Urban Areas Security Initiative (UASI)
    d. Citizen Corps Program (CCP)
    e. Emergency Management Performance Grants (EMPG)
2. Private foundations and nonprofit organizations with an interest in animal welfare might have funds available for animal preparedness activities. Corporations engaged in pet care, and other corporations, might support animal preparedness activities. In addition to the national organizations listed below, local organizations should also be identified.
    a. American Society for the Prevention of Cruelty to Animals (ASPCA)
    b. American Veterinary Medical Foundation (AVMF)
    c. Banfield Foundation
    d. Greater Good
    e. Humane Society of the United States (HSUS)
    f. International Fund for Animal Welfare (IFAW)
    g. Maddie's Fund
    h. Petco Love
    i. PetSmart Charities

Evaluating Funding Sources

- Understand the goals of the program from which you are seeking funds.
- Learn where your activities fit into the program and focus on those that seek to improve citizen preparedness.
- Be sure your group is eligible to apply for funds. If not, see if there are partnerships you can build with eligible organizations to access funds.
- Integrate animal preparedness into general citizen preparedness activities by becoming a part of an existing community preparedness group.

- Partner with groups that are connected to your focus population (community organizations, faith-based institutions, local emergency preparedness, and response) to make your funding request stronger.

Although animal-specific funding opportunities exist, think beyond strictly animal-oriented organizations to support community engagement and outreach activities.

Conclusion

The goal of this document was to guide any agency, organization, or individual responsible for – or interested in – supporting pets during emergencies on the best practices for engaging with the whole community and outreach communications. Successful and effective community outreach will improve support for pets during emergency preparedness, response, and recovery activities, and, ultimately, will create safer, stronger, and more resilient communities.

Conducting needs assessments or inserting questions about pets into existing community assessments will help determine community readiness to support animals and the best way to communicate with focus populations.

Ongoing collaboration with trusted community organizations and individuals throughout the emergency management cycle, during events, and in peacetime will help build stronger partnerships. Successful outreach communication uses simple, clear language and concepts appropriate for the focus community, a variety of methods and platforms, and engages trusted community partners to help deliver the message.

Although animal-specific funding opportunities exist, think beyond strictly animal-oriented organizations for funding to support community engagement and outreach activities. Some challenges and their solutions will be unique to individual communities, but others, such as managing spontaneous volunteers and coping with staff turnover, are common.

Utilizing engagement and outreach practices that are community-focused will help people prepare for, respond to, and recover more effectively from disasters involving pets and animals.

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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: Sample Needs Assessment

Prepared by Monica Montoya, Manager, National Partnerships, Disaster Cycle Services, and the American Red Cross

Goals/Outcomes	Why Engagement?	Roles for Community	What is Your Role?

Considerations in determining roles:

1. What can people do best by themselves?
2. What do they need some organizations to do?
3. What do organizations do best?
4. What can we stop doing because people can do it themselves?
5. What can we offer to the community to support their actions?

Recognize that people have assets – including experience, knowledge, skills, talents, passions, and relationships – that are often overlooked and untapped. Ignoring and neglecting local assets is a form of bias.

The goal of the effort should not be just a strong animal welfare program but a strong animal welfare community. Then, it can be sustainable.

Based on work by the Asset Based Community Development Institute: www.abcdinstitute.org.

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Appendix C: Assessing and Approaching Audiences

Potential Audiences	What unique contributions do they make to animal welfare?	Why do they care?	How will they benefit from participating?
Families with animals			
Neighbors of families with animals			
Faith leaders			
Civic leaders and influences			
Volunteers			
General public			

Prioritize the audiences that most directly support your results. Approach distinct audiences differently, understanding their culture, interests, assets, and contributions. Don't assume. Ask different community members in each audience.

Use the following sample chart to help with the assessment:

Question	Answer
Define the audience (Be specific)	
What do they care most about? What are they most concerned about?	
Why do they care about our goals?	
How have you engaged this group to date? How engaged are they in the community?	
What do you want them to do?	
What barriers might they face in engaging with you?	
What is the best way to approach and engage them?	

Use one chart for each organization you approach.

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Appendix D: Resources

Whole Community

FEMA: A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action. *FDOC 104-008-1 / December 2011*.
https://www.fema.gov/sites/default/files/2020-07/fema_whole-community_120211.pdf

FEMA: Guide to Expanding Mitigation MAKING THE CONNECTION TO THE WHOLE COMMUNITY.
https://www.fema.gov/sites/default/files/documents/fema_mitigation-guide_whole-community.pdf

Needs Assessments

Humane Society of the United States Pets for Life Community Outreach Toolkit (First Steps p. 9)
https://humanepro.org/sites/default/files/documents/HSUS_Community_Outreach_Toolkit_Medium_0.pdf

Humane Society of the United States Pets for Life Community Outreach Toolkit – Community Assessment
https://marketplace.animalsheltering.org/sites/default/files/content/Pets%20for%20Life%20Community%20Outreach%20Toolkit-Community%20Assessment.pdf

Community Engagement

Humane Society of the United States Pets for Life Community Outreach Toolkit
https://humanepro.org/sites/default/files/documents/HSUS_Community_Outreach_Toolkit_Medium_0.pdf

FEMA: Engaging Faith-based and Community Organizations - Planning Considerations for Emergency Managers
https://www.fema.gov/sites/default/files/2020-07/engaging-faith-based-and-community-organizations.pdf

FEMA: Whole Community Engagement and Public Communications
https://www.fema.gov/emergency-managers/national-preparedness/frameworks/community-recovery-management-toolkit/organization/engagement

Messaging

FEMA: Improving Public Messaging for Evacuation and Shelter-in-Place
https://www.fema.gov/sites/default/files/documents/fema_improving-public-messaging-for-evacuation-and-shelter-in-place_literature-review-report.pdf

Translating materials: https://orgcommtech.org/moving-beyond-simply-translating-emergency-preparedness-messages-for-growing-and-diverse-texas-audiences/

Community Preparedness

Ready.gov
Prepare Your Pets for Disasters: https://www.ready.gov/pets
Pet Preparedness Social Media Toolkit: https://www.ready.gov/pet-toolkit
Ready in Your Language: https://www.ready.gov/ready-your-language

American Veterinary Medical Association (AVMA) – Disaster Preparedness
https://www.avma.org/resources-tools/animal-health-and-welfare/disaster-preparedness
Also contains preparedness information for livestock.

American Red Cross – Pet Disaster Preparedness
https://www.redcross.org/get-help/how-to-prepare-for-emergencies/pet-disaster-preparedness.html
Also contains preparedness information for livestock.

Centers for Disease Control and Prevention
https://www.cdc.gov/healthypets/keeping-pets-and-people-healthy/emergencies.html

Disaster Sheltering for Household Pets
https://nationalmasscarestrategy.org/household-pets/

NARSC
https://www.thenarsc.org/
Links to member organizations are provided on the website – they have a variety of disaster preparedness materials on their websites.

The American Society for the Prevention of Cruelty of Animals
https://www.aspca.org/pet-care/general-pet-care/disaster-preparedness