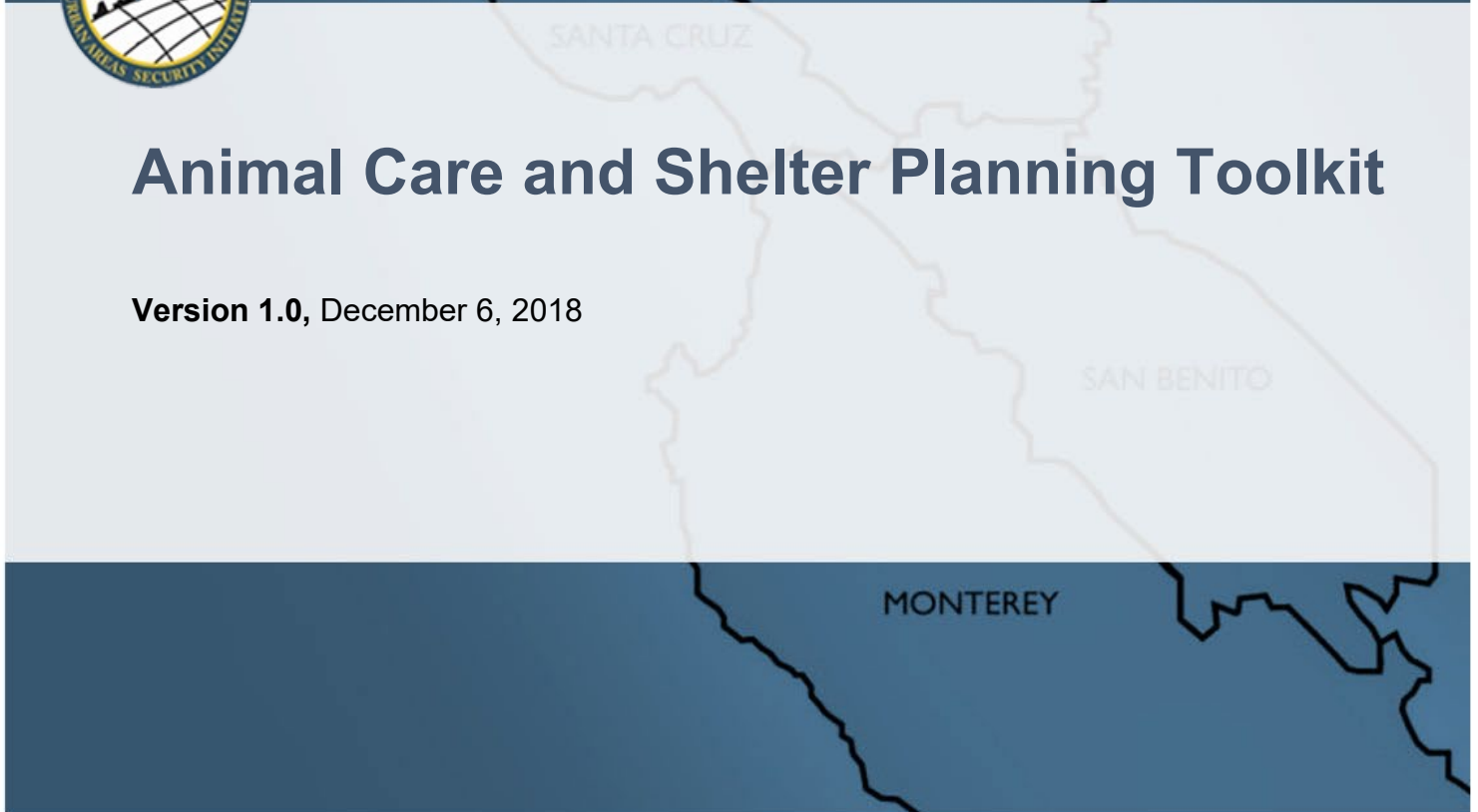# Animal Care and Shelter Planning Toolkit

Version 1.0, December 6, 2018

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Toolkit Overview:

This **Animal Care and Shelter Planning Toolkit** provides Bay Area planners, shelter operators, and animal care partners with guidance and considerations to plan for the care and sheltering of animals in an emergency.

This toolkit has been developed with funding and support from the Bay Area Urban Areas Security Initiative (UASI), input and guidance from the Bay Area UASI Care and Shelter Subcommittee, and Nusura, Inc. It is an update to and summary of the 2013 CARES *Animal Emergency Planning Guide for Operational Areas*[1] and incorporates planning guidance from additional resources.[2]

In this document, users will find a comprehensive set of topics for local governments to consider addressing in their animal care and shelter plans. These are presented with examples from local Bay Area jurisdiction animal care and shelter plans and templates for adaptation.

> *Why Plan for Animal Care and Sheltering in an Emergency?*
> - Owners often refuse to evacuate unsafe areas or return before it is safe in effort to protect their animals.
> - Animals not cared for by owners may become a public health and safety risk.
> - Animal carcasses pose public health and safety risks.
> - California's animal-based agricultural industry is worth billions in annual revenue.
> - Animals and animal issues attract media attention and can result in significant public outcry and negative media coverage during a disaster.
> - When animals are impacted by disasters, untrained self-responders may arrive to address the situation.

A Plan Evaluation Checklist is provided as Appendix A for local jurisdictions to perform a self-assessment of their current plans. Such an assessment will help focus efforts for updating and/or developing appropriate plans to care and shelter animals in an emergency.

This Animal Care and Shelter Planning Toolkit may be accessed online at http://www.bayareauasi.org/careshelter.

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[1] California Animal Response Emergency System (CARES). *Animal Emergency Planning Guide for Operational Areas* (2013): https://animalsindisasters.files.wordpress.com/2013/01/cares-planning-guide.pdf. This toolkit and the CARES guidance are intended to be used together.
[2] See the Other Planning Resources (p. 30) and Sources (p. 35) of CARES Planning Guide referenced in the above footnote. This toolkit also integrates planning guidance from the Federal Emergency Management Agency (FEMA) course, *All Hazards Planning for Animal, Agricultural, and Food Related Disasters* (MGT 448).

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I. Introduction

"California's diverse landscape and populations (human and animal) present unique challenges to emergency management. No single plan is adequate statewide. This is particularly true of animal issues."[3]

Although the protection of human life is the highest priority in an emergency, recent disasters and follow-up research have shown that proper preparation and effective coordination of animal issues enhance the ability of emergency personnel to protect both human and animal health and safety. Often community members make decisions on whether to comply with recommended protective action measures based on the jurisdiction's ability to address the concerns about their household pets and service animals. Animal concerns also include indigenous birds, agriculture animals, and other species.

After Hurricane Katrina, Congress passed the Pets Evacuation and Transportation Standards (PETS) Act and the Post-Katrina Emergency Management Reform Act (PKEMRA) in response to public outcry about the safety and well-being of animals during disasters.

In 2008, the National Response Framework (NRF) redefined Emergency Support Functions (ESFs) and added responsibilities for pets. The U.S. Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) and other federal agencies assist with emergency planning and response. While federal statutes mandate that the Federal Emergency Management Agency (FEMA) has overall authority to support pet issues, additional federal agencies, including APHIS, have supporting roles defined under the NRF.

Local governments are responsible for preparing for and responding to emergencies, as well as assessing whether their capabilities are sufficient to respond effectively. FEMA and APHIS look to animal control agencies to provide local expertise in the management of pets in disasters. However, jurisdictions should not rely solely upon animal control agencies for animal care and sheltering in an emergency. Animal control agencies differ in their jurisdictional authority and may have limited capabilities for large-scale animal-related response.

In California, state, federal, non-governmental, and private sector partners' abilities to respond effectively largely depends upon planning efforts within each jurisdiction prior to a disaster. Since the majority of staffing and resources during disasters originate locally, it is essential that local jurisdictions have animal care and shelter plans, like the California Animal Response Emergency System (CARES), in place for systems to function effectively.[4]

> ## CARES and Coordination
>
> The CARES system is a statewide framework enabling governments and private and non-governmental sectors to work together to mitigate, prepare for, respond to, and recover from the impacts emergencies have on animal populations. During a disaster, if local resources are insufficient to meet existing needs, a local government may request state assistance. When this assistance is requested, the California Governor's Office of Emergency Services (Cal OES) with the California Department of Food and Agriculture (CDFA) as the lead agency, coordinates resource support. Cal OES and CDFA rely on Operational Areas and local jurisdictions to develop and refine their individual emergency plans.

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[3] California Animal Response Emergency Planning Guide for Operational Areas (2013): https://animalsindisasters.files.wordpress.com/2013/01/cares-planning-guide.pdf.

[4] CARES is a program that supports preparedness activities and a system that supports coordination and resource sharing related to the care and sheltering of animals in emergencies. California Emergency Services Act Section 8608 establishes CARES.

II.   Animal Care and Shelter Planning Steps

Bay Area jurisdictions developing or updating their animal care and shelter plans may consider integrating one or more of the following steps into their planning processes.

#	Activity	Description
1	**Form a Committee**	Refer to the CARES Planning Guide for a list of potential partners to consider including in a diverse planning committee.[5]
2	**Identify a County Animal Coordinator and/or Coordinating Agency**	The Coordinator acts as the point of contact on animal issues in the jurisdiction. In an emergency, the Coordinating Agency is the primary agency (or individual) responsible for implementing Emergency Support Function (ESF)-11 (Animal Care/Agriculture). The Coordinator also identify agencies with responsibilities to support animal care and sheltering in an emergency.
3	**Cite Authorities for Planning**	Authorities for animal care and sheltering may include Pets Evacuation and Transportation Standards Act of 2006, H.R. 3858.[6]
4	**Review Local and Regional Threat Assessments**	Assessments might include local hazard mitigation plans and the Bay Area Threat and Hazard Identification and Risk Assessment. Consider how different hazards might require common and unique demands for animal care and sheltering.
5	**Calculate the Jurisdiction's Animal Population**	Use the CARES worksheet.[7] This resource guides planning assumptions, helps jurisdictions identify partners and determine potential resource needs.
6	**Identify Locations for the Majority of the Animal Populations**	Compare concentrations of animal populations to the areas that are most likely to be affected by different types of disasters. Use this information to guide planning assumptions, identify partners, and determine potential resource needs.
7	**Identify Resources**	This is one of the most valuable steps in the planning process and should include care and shelter resources for both small and large animals. Resources may include animal confinement and shelter facilities, animal food sources, animal water sources, and supplies (e.g., search, rescue, and evacuation supplies; transportation supplies; sheltering supplies; and veterinary supplies).[8]
8	**Identify Locations for the Animal Resources**	In addition, identify whether any of the resources are likely to be cut off during a disaster.

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https://www.caloes.ca.gov/LegalAffairsSite/Documents/Cal%20OES%20Yellow%20Book.pdf. Refer to https://cal-cares.com/about/ for additional information about CARES.

[5] *Ibid*, p. 18.

[6] This statute requires that local and state emergency preparedness authorities include plans for pets and service animals in their disaster plans to qualify for grants from the Federal Emergency Management Agency (FEMA). It grants FEMA the authority to assist states and local communities in developing disaster plans to accommodate people with pets and service animals. It also authorizes federal funds to help create pet-friendly emergency shelter facilities, and allows FEMA to help with individuals with pets and service animals, and their animals following a major disaster.

[7] CARES Standard Operating Procedures for Calculating Animal Populations: https://animalsindisasters.files.wordpress.com/2013/08/calculating-animal-populations.pdf

[8] A complete list of resources can be accessed at the CARES website: http://www.cal-cares.com.

9	**Confirm Resource Availability**	Jurisdictions should confirm the availability of identified resources with the resource owners or suppliers. It may be helpful to execute a Memorandum of Understanding (MOU) or mutual aid agreements with resource providers.[9] Planners should consider including any agreements in the plan's appendices. Update plans with processes and roles for gathering needed resources. Identify multiple routes to shelters and areas where resources are kept.
10	**Identify Volunteer Resources and Processes**	Due to the complexity of local governments' authorities, structures, and processes for animal care, some jurisdictions have an organized community or disaster animal response team (CART/DART).[10] Credentialed and trained community members can assist and offset resource needs and enhance quicker animal response and recovery.
11	**Determine Liability Issues**	Potential liability issues may arise, for example, around volunteers involved in response activities. Consult with the appropriate authorities in the jurisdiction on exposure to risk and statutes that cover emergency activities, animal issues, and lost or abandoned property. Any and all community animal response teams must be identified and affiliated with the local jurisdictional authority. Groups are obligated to be "sworn in" by the local authority in order to assure accountability and liability coverage as Disaster Service Workers (DSW). All groups must receive an official "mission request" for response and participation in the disaster event.
12	**Organize Response Activities**	Jurisdictions should identify emergency response and recovery roles that will perform animal care and shelter functions in an emergency.[11] This may include staff that focus primarily on animal care responsibilities (e.g., an Animal Care Liaison position performed by the County Animal Care Coordinator) and staff who focus on animal care in addition to their other responsibilities (e.g., a Public Information Officer who develops messaging about protective actions for animals).[12] Develop processes for coordinating response activities across the different ESFs that have animal care and sheltering responsibilities, including ESF-11 (Animal Care/Agriculture), ESF-6 (Mass Care), and ESF-8 (Public Health/Medical Services).
13	**Describe Coordination between Local and State Agencies**	The involvement of state or federal agencies depends on the type of disaster, effects on different types of animal species, and the number of animals affected. For example, any suspected terrorism or infectious disease emergencies will trigger state and federal coordination. If state agency support and communication will be needed, the jurisdiction's Emergency Operations Center (EOC) will contact the State Operations Center (SOC) to request coordination with the State Veterinarian and State ESF-11 Coordinator.

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9 Sample MOUs and agreements may be found on the CARES website: http://cal-cares.com/emergency-managers/emergency-managers-resources/sample-forms/

10 CARTs and DARTs are county and or community emergency animal response teams. For more information, refer to http://thenarsc.org/?page_id=33 or https://www.fema.gov/media-library/assets/documents/27983.

11 In June 2018, FEMA released new National Incident Management System (NIMS) Job Titles/Position Qualifications and Resource Typing definitions (https://rtlt.preptoolkit.fema.gov/Public/Combined?s=&a=animal). For animal care-related positions, search for "animal". Operational Areas may adapt the position titles, job responsibilities, required credentials in their plans.

12 Refer to the 2013 CARES Animal Emergency Planning Guide (p. 25), https://animalsinidisasters.files.wordpress.com/2013/01/cares-planning-guide.pdf. for descriptions of potential positions and functions to include in a jurisdiction's organizational structure and assignment of responsibilities.

#	Activity	Description
14	**Develop a Notification System**	Design a process for notifying and activating jurisdictions' Operational Area staff and partners to support animal care and sheltering operations in an emergency.
15	**Identify Recovery Activities**	Recovery activities may include shelter closures and redistribution of supplies, removal and disposal of animal carcasses, unclaimed animal adoption efforts, and data collection, among other care and shelter functions.[13]
16	**Identify and Develop Processes and Tools**	Identify what is needed to implement the structure and functions necessary to care for and shelter animals in an emergency.[14] The following section in this toolkit contains suggested topics to address in planning processes. Item C (Plan Examples and Templates) in each topic, includes examples of how Bay Area jurisdictions have addressed these topics in their plans.
17	**Train on and Exercise the Plan**	Once a jurisdiction develops or updates its animal care and shelter plan, all stakeholders and partners should train on and practice implementing the plan and tools. Practicing the plan and tools will help pinpoint possible problem areas and allow personnel to become comfortable with their roles and responsibilities.[15]

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[13] Refer to the 2013 CARES *Animal Emergency Planning Guide* (p. 29), https://animalsindisasters.files.wordpress.com/2013/01/cares-planning-guide.pdf, for a list of topics.
[14] The CARES website includes sample Standard Operating Procedures for functions of animal care and sheltering: https://cal-cares.com/standard-operating-procedures/. CARES also provides a sample list of shelter forms: https://cal-cares.com/emergency-managers/emergency-managers-resources/sample-forms/. The CARES website also includes multiple examples of animal care and shelter plans from urban and rural Operational Areas: https://cal-cares.com/emergency-managers/sample-county-disaster-plans/.
[15] Refer to the CARES website for trainings opportunities and resources: https://cal-cares.com/training.

III. Animal Care and Shelter Planning Topics

This section includes a series of topics that Bay Area jurisdictions may want to consider addressing in their animal care and sheltering plans. Within each topic, priority plan information and general plan information are listed for consideration. Priority plan information refers to critical information that must be accounted for. General plan information lists additional areas to make plans more comprehensive.

Additionally, examples and templates are provided for use and modified adaptation as appropriate within local jurisdiction plans. Copy or delete sections/language of the template, as appropriate, based on local policies, priorities, and plans. Customize any text in **blue** and update all language to reflect the purpose of the local agency or partner's specific needs, roles, etc.

General Planning Reminders	
Guidance	• Plans must be compliant with California's State Emergency Management System (SEMS). • Planning should always be community-based, representing the whole population and its needs. • Planning should consider all types of hazards and threats. Plans should also be flexible enough to address both traditional and catastrophic incidents. • Plans must clearly identify the mission and supporting goals (with desired results) of caring for and sheltering animals. • Plans should identify tasks, allocate resources to accomplish those tasks, and establish roles and accountability. • Often, the more involved decision makers are in planning, the better the planning product will be. • Effective plans tell those with operational responsibilities *what to do* and *why to do it*, and they instruct those outside the jurisdiction in how to provide support and *what to expect.*

1. *Preparedness and Partnerships*

A. Priority Plan Information

Most importantly, planners should ensure an all hazards, all species approach in their plans, and include the following to address preparedness and partnerships:

- Lead and support agencies for animal care
- EOC positions with animal care and shelter responsibilities
- Various species within the jurisdiction to consider. Species may include:
    - Domestic Pets
    - Livestock / Equine
    - Wildlife
    - Zoos
    - Aquariums
    - Laboratory Animals
    - Apiaries (Bees)
    - Exotics
- Definitions of animal species/types
- Volunteer animal rescue groups within the jurisdiction and how their abilities to assist during disasters.
- MOUs and similar agreements or contracts with facilities and partners (often referenced in the plan and included in plan attachments). *The Bay Area Care and Shelter subcommittee has developed a **Mass Care Agreements Toolkit** which is available for download at* http://www.bayareauasi.org/careshelter.
- Authorities for animal care and sheltering (including individual authorities by position and agency authorities)

The following definitions are examples jurisdictions may consider customizing for their plans.

Animal Definitions	
	Household Pet[16] - A domesticated animal, such as a dog, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers and be housed in temporary facilities. Household pets *do not* include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes.
Guidance	**Service Animal**[17] – Service animals are defined as dogs that are individually trained to do work or perform tasks for people with disabilities. Examples of such work or tasks include guiding people who are blind, alerting people who are deaf, pulling a wheelchair, alerting and protecting a person who is having a seizure, reminding a person with mental illness to take prescribed medications, calming a person with Post Traumatic Stress Disorder (PTSD) during an anxiety attack, or performing other duties. Service animals are working animals, not pets. The work or task a dog has been trained to provide must be directly related to the person's disability. Dogs whose sole function is to provide comfort or emotional support do not qualify as service animals under the ADA. This definition does not affect or limit the broader definition of "assistance animal" under the Fair Housing Act or the broader definition of "service animal" under the Air Carrier Access Act. Some State and local laws also define service animal more broadly than the ADA does. Information about such laws can be obtained from the State attorney general's office.
	Miniature Horse Allowance: A public entity or private business must allow a person with a disability to bring a miniature horse on the premises as long as it has been individually trained to do work or perform tasks for the benefit of the individual with a disability. However, an organization can consider whether the facility can accommodate the miniature based on the horse's type, size, and weight. The rules that apply to service dogs also apply to miniature horses.

B. **General Plan Information**

General information on preparedness and partnerships to consider including in local animal care and shelter plans includes:

- Roles and responsibilities of lead and support agencies
- Contact information for partners (including local and neighboring government agencies, non-governmental organizations, and private sector organizations)
- Description of partnerships with mass care service providers and facilities (e.g., MOUs)
- Operating procedures for animal care service providers
- EOC positions with animal care and shelter responsibilities
- Just-in-time training resource links for volunteers
- Description of how the jurisdiction will integrate Disaster Service Workers (DSWs) during emergencies
- Advance background check requirements for Community Animal Response Team (CART) members to assure members have no felony charges, including pedophile, domestic, or animal abuse
- Requirements for Spontaneous Untrained Volunteers are to register with a local Voluntary Organizations Active in Disasters (VOAD) and or be attached to an identified organization. For accountability and liability purposes, jurisdictions often require that all volunteers register prior to supporting response efforts and follow check-out procedures at the conclusion of their duties. If background checks are not completed in advance, an updated ID card may be necessary to participate. Jurisdictions may provide just-in-time training for activities that may not involve direct animal care, such as food prep, cleaning of kennels, donations, etc.

C. **Plan Templates and Examples**

Template (Description of Agency Responsibilities): The following language is from the City of Oakland and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.

The following **Insert Jurisdiction's Agencies** have been identified as primary and supporting agencies that will be responsible for carrying out the functions of Emergency Support Function (ESF)-11: Food, Agriculture, and Animal Services.

The primary agencies have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF.

The **Insert Lead Agency** is the lead agency for the care and sheltering of animals during and after an incident and is responsible for providing basic animal services such as **Insert Responsibilities (e.g., food, shelter, and medical care)** to animals affected by the incident. Pets that have been temporarily relinquished by their owners and animals that become stray or lost as a result of an incident are included.

Template (Tables): *The following tables were adapted from the City of Oakland and are provided as templates for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.*

Table #: Roles and Responsibilities

Agency/Department	Roles and Responsibilities
Insert Primary or Support Agency	☐ Incident response role ☐ EOC or DOC role ☐ Coordination roles ☐ Responsibilities for 24 hours, 48 hours, 96 hours, and prolonged activations ☐ Note staff or resource responsibilities ☐ Note any MOUs relevant to agency and attach to plan

Table #: Agency List

Role	Name of Agency	Agency Contact
Primary Agencies	**Insert responsible agency**	*Name and number*
Supporting Agencies and Departments	**Insert all support agencies**	*Name and number*

Examples from the City of Oakland:

Agency/Department	Roles and Responsibilities
Human Services Department	☐ Provide written procedures to implement the responsibilities to support ESF #11 – Food, Agriculture, and Animal Services and the City of Oakland Emergency Operations Plan (EOP). ☐ Respond to the activation of ESF #11 – Food, Agriculture, and Animal Services by the EOC Director or Emergency Manager. ☐ Assess the needs of the affected population in terms of number of people, their location, disability and functional needs status, and the availability of usable food preparation facilities for congregate feeding in coordination with American Red Cross, the Salvation Army, and other agencies and organizations.

Role	Name of Agency	Agency Contact
Primary Agencies	Human Services Department (HSD)	**xxx-xxx-xxxx**
	Oakland Animal Services Department (OAS)	**xxx-xxx-xxxx**
Supporting City Agencies and Departments	Emergency Management Services Division (EMSD) • Communities of Oakland Respond to Emergencies (CORE) • Oakland Medical Reserve Corps (MRC)	**xxx-xxx-xxxx**
	Oakland Public Works Department (OPW)	**xxx-xxx-xxxx**
	Oakland Department of Transportation (OakDOT)	**xxx-xxx-xxxx**
	Oakland Police Department (OPD)	**xxx-xxx-xxxx**
	Oakland Museum	**xxx-xxx-xxxx**
	Oakland Unified School District (OUSD)	**xxx-xxx-xxxx**

All Species Language Template:

The types of animals that would be affected and the species that shelters would accept during an incident are identified as,

Insert species that will be able to receive services [e.g., dogs, cats, rabbits, birds, reptiles, horses, livestock, exotic pets, captive wildlife (from zoos or museums), and wildlife should be considered.]

Service animals are exempt from restrictions regarding facility and transportation access. The Americans with Disabilities Act (ADA) defines a service animal as guide dogs, signal dogs, and other animals trained to aid individuals with access and functional needs.

ESF 11 and EOC Organization Structure Examples:

From the City of Oakland:
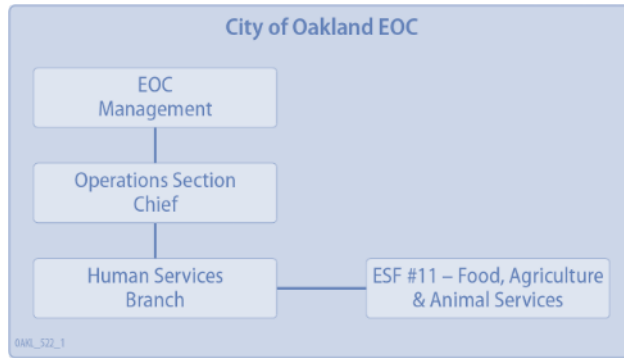
From Alameda County:
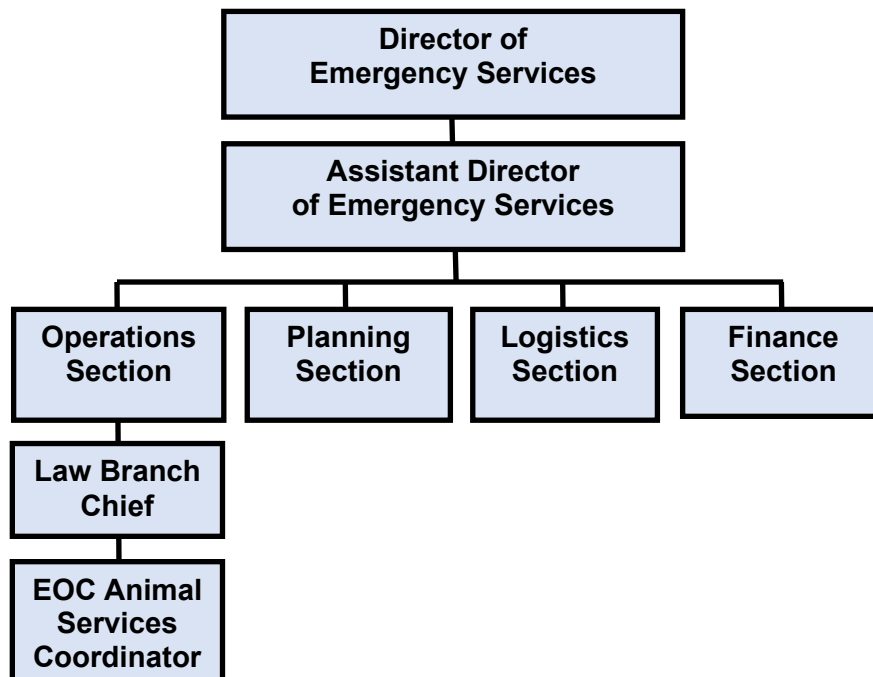
From the City and County of San Francisco:
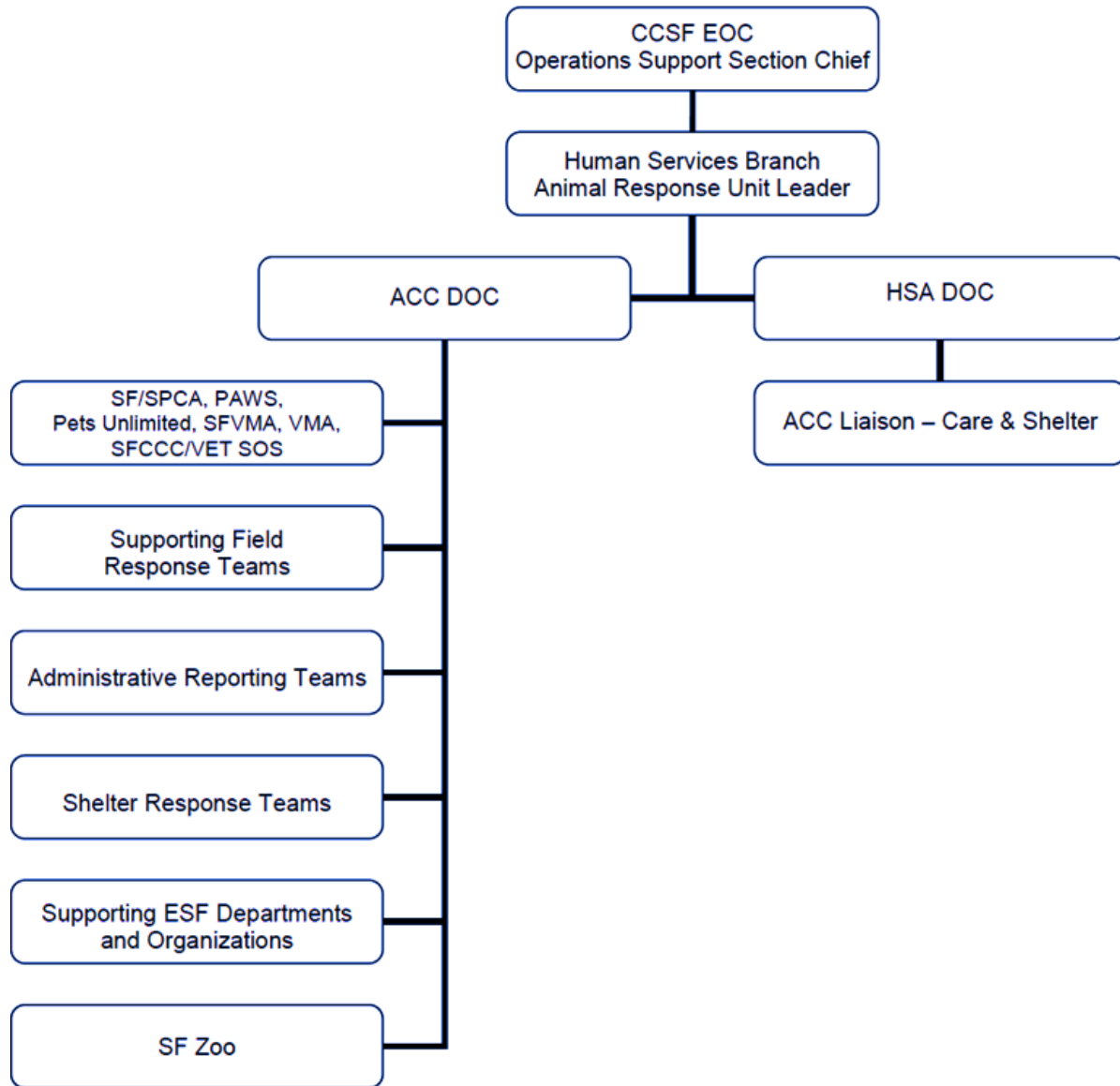
2. Activation

A. Priority Plan Information

Most importantly, planners should ensure that their plans include responsibilities for management of the activation process.

B. General Plan Information

General information related to activation to consider including in local animal care and shelter plans:

- Activation processes for animal services staff and volunteers
- Guidance on how to initiate the mission requests necessary to activate and coordinate response support from recognized volunteer groups
- Processes and tools to support documentation during the activation process
- Processes and tolls to identify and establish a staging location for animal response teams and volunteers who will assist with animal evacuation

C. Plan Templates and Examples

Template (Overview of Activation Processes): *The following language is from the City and County of San Francisco and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.*

ESF-11 may be activated by the **INSERT AUTHORITY** when an event affecting the **INSERT JURISDICTION** animal population is anticipated or has occurred. The level of activation will be determined according to the requirements of the event.

If the determination is made to activate the **INSERT PRIMARY AGENCY**, notification to the following departments, non-governmental organizations (NGOs), and community partners may be necessary **(LIST DEPARTMENT).**

This section also describes a scalable activation process. **(DISCUSS ACTIVATION PROCESS).**

Template (Table): The following table was adapted from the City and County of San Francisco and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.

Table #: Activation Processes

Situation	Examples	Coordinating Department	Placement of ESF-11 Staff
Planned Event (Simple)	Notification of a potential impact to JURISDICTION animal population	**INSERT AGENCY**	**FIELD, DOC, OR EOC**
Planned Event (Complex)	Notification of a potential large-scale event requiring PRIMARY AGENCY resources and personnel, involving support agencies and EOC activation	**INSERT AGENCY**	**FIELD, DOC, OR EOC**
Unplanned Event (Simple)	Notification of an event requiring DEPARTMENT coordination	**INSERT AGENCY**	**FIELD, DOC, OR EOC**
Unplanned Event (Complex)	Notification of a large-scale event requiring PRIMARY /SUPPORTING AGENCIES resources and personnel, involving support agencies and EOC activation	**INSERT AGENCY**	**FIELD, DOC, OR EOC**

3. *Evacuation*

A. Priority Plan Information

Most importantly, planners should ensure that their plans address the following topics related to evacuation:

- Authorities, responsibilities, and processes for the evacuation and transportation of animals from their properties or by their owners and animals rescued by responders to animal shelters
- Messaging advising animal owners to make arrangements, if time allows, to take their animals with them, including vaccination records and identification for each animal
- Messaging advising animal owners who need to leave animals behind to leave ample food and water supplies for 3-5 days and do not tether their animals.
- Messaging should recommend that owners, upon arrival to a human shelter, advise authorities of types of animals and locations where animals were left for search and rescue teams.
- Messaging advising animal owners to contain animals or put them on a leash or lead when evacuating
- The plan may acknowledge that separate transportation may be considered for animal owners and animals
- List of agencies/partnering organizations and their specific responsibilities for coordinating the transport of animals
- Description of public transportation resources that may be available to support transport
- Processes and forms for registration, documentation, tracking, and reunification of animals and their owners
- Integration of local evacuation plans with ESF-11 and/or animal care and shelter plans
- List of pre-identified and inspected locations for shelter operations (including alternate facilities) with facility agreements completed in advance
- If a facility use agreement, consider including a section that identifies limitations and use of facilities for different species.
- Release of liability forms for use of facilities and replacement costs for expendable items

B. General Plan Information

General information related to evacuation to consider including in local animal care and shelter plans:

- Identification of different animal populations and locations of populations in the community
- Processes and messaging for informing owners of the locations of animal shelters
- Descriptions of the roles and responsibilities of transportation providers

C. Plan Templates and Examples

Template (Evacuation Coordination and Checklist): The following language is from Solano County and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.

Animal owners are primarily responsible for the evacuation and sheltering of their animals. Many owners will be able to care for their animals without the assistance of **INSERT JURISDICTION**. The **INSERT JURISDICTION** EOC will work to coordinate animal evacuation assistance, if needed, by planning the mobilization of personnel, equipment/supplies, and facilities.

Although the **INSERT JURISDICTION** will make the effort to plan for animal considerations during emergency evacuations, ultimately the owners are responsible for the evacuation and care of their animals.

Evacuation of an affected area is a large task that will require a significant amount of coordination with all entities involved. The planning for animals and their owners during an evacuation will increase the cooperation of the public, ensuring that more people are out of harm's way. For specific actions and operations regarding evacuation, refer to **INSERT LINK to EVACUATION PLAN.**

Template (Table): The following table was adapted from the City of Oakland and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.

Table #: Animal Services Evacuation Checklist

Animal Services Evacuation Checklist	
☐	Refer to the _____ for information regarding companion animals, service animals, and pets.
☐	Assist in determining external resources needed to assess the damage and impact to wildlife, and contact the California Department of Fish and Wildlife for response actions.
☐	Respond to marine life emergencies by coordinating with the California Department of Fish and Wildlife.
☐	Assist the California Department of Fish and Wildlife with the coordination of specialized personnel and equipment, and assessment of oil-soaked birds or other marine life in response to injured or dead wildlife. Report oiled animals to the Oiled Wildlife Care Network.
☐	Assess overall animal response needs.
☐	Assist with livestock relocation requests and efforts with animal owners. The type of emergency and other factors will determine the type of location appropriate. Owners should provide adequate water for their animals and apply at least one form of identification on each animal. If evacuation of livestock becomes necessary, owners are responsible for arranging transportation to an animal care facility that will be identified. If the owner is unable to provide transportation, ESF #11 – Food, Agriculture, and Animal Services should coordinate with ESF #1 – Transportation to assist the owner(s).
☐	Identify animal care facilities in the case of evacuation.
☐	Assess the safety of deploying units to rescue domestic animals.

Animal Services Evacuation Checklist

☐	Deploy resources to rescue domestic animals from affected, evacuated, and/or otherwise unsafe areas.
☐	Set up staging areas, field/mobile incident command, emergency animal shelters, and support units to rescue, evacuate, and shelter domestic animals.
☐	Determine resource needs and submit resource requests, as appropriate.
☐	Coordinate screening and triage for animals affected by the disaster.
☐	Provide and/or coordinate basic emergency medical care for injured animals (non-oiled wildlife). Speak with local wildlife rehabilitation clinic on what to do with any wildlife brought to a shelter. Injured wildlife can decompensate quickly. Skilled and permitted rehabilitation facilities, from California, can be found at https://www.wildlife.ca.gov/Conservation/Laboratories/Wildlife-Investigations/Rehab-Facilities.
☐	Coordinate transportation to an appropriate facility for domestic animals needing advanced medical care, sheltering, and boarding.
☐	Assist with containment and surveillance efforts.

Example Evacuation and Transportation Form from Monterey County:

The SPCA *for* Monterey County
1002 Monterey-Salinas Highway
P.O. Box 3058
Monterey, California 93942
(831)373-2631 or 422-4721

Date: _____
Pick-Up Time: _____
Destination Arrival Time: _____

ANIMAL EVACUATION AND TRANSPORT

Animal Location

_____
Address   City

_____
Driving Directions / Gate Codes

_____

Reported Animals to be Evacuated: *(Indicate number of each)*

_____	Dog	_____	Rabbit
_____	Cat	_____	Rooster/Chicken
_____	Bird	_____	Fish
_____	Horse		
_____	Burro	_____	Reptile (*Describe*: _____)
_____	Llama	_____	Rodent (*Describe*: _____)
_____	Cow		
_____	Pig	_____	Wildlife (*Describe*: _____)
_____	Sheep	_____	Other (*Describe*: _____)
_____	Goat		

If actual animals evacuated differs from reported animals, please explain: _____

_____

Transport Destination

_____
Facility / Land Owner

_____
Address   City

_____
Driving Directions

Contact Information:

	cell phone	work phone	home phone
Field Operations Director			
Animal Owner			
Destination Contact			
Transporter			

Call Field Operations Director when animals are unloaded at destination

Distribution: Original – Animal Transporter   Copy -- Field Operations Director

4. *Shelter Operations*

A. Priority Plan Information

Most importantly, planners should ensure that their plans address the following topics related to shelter operations:

- List of agencies/partners and their specific responsibilities for coordinating shelter operations
- Pre-identified and inspected locations for animal shelter operations (including alternate facilities)
- Responsibilities and processes that describe coordination between ESFs 6, 8, and 11. Mass Care & Sheltering, Public Health and the animal, agriculture, and food industries coordinate efforts to assure both human and animal issues are addressed. Many resources to include personnel, facilities, and equipment can be shared and or dual utilized during disasters.
- Considerations related to the various models available for animal sheltering including:
  - Co-located shelters where human and animal shelters are within close proximity of one another
  - Cohabitation shelters where animals can be sheltered "with" the owners and owners take care of their own pets
  - Shelter in place options when there is no time or options for animals and humans to relocate
  - Stand-alone animal shelters with designated visitation hours for owners

B. General Plan Information

General information related to shelter operations to consider including in local animal care and shelter plans:

- Processes, authorities, and tools for demobilization
- Guidance to human shelter operators for allowing service animals in shelters
- Guidance to human shelter operators for allowing pets in shelters
- Processes and forms for managing abused or diseased animals in shelters
- Required utility provisions for shelters that support animal care, such as running water, adequate lighting, proper ventilation, electricity, and backup power
- Processes and forms for managing/preventing disease transmission and other health risks
- List of equipment and supplies that may be needed to operate animal shelters
- Processes and forms for managing animal care donations, including donations storage and security

C. Plan Templates and Examples

Template (Description of Shelter Responsibilities): *The following language is from City and County of San Francisco and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.*

INSERT FIELD STAFF POSITION will work with the **INSERT EOC POSITION** in the EOC to coordinate the sheltering of animals.

The **INSERT ESF-6 LEADS** are responsible for human shelter operations during a disaster event and, in many cases, animals are **ALLOWED/NOT ALLOWED** in these established shelters.

Domestic animals in need of sheltering will be accepted at and/or transported to **INSERT LOCATION**.

Depending on the severity of the imminent or actual event, it may be necessary to prepare for and operate additional animal shelters at **INSERT LOCATIONS.**

During an event requiring EOC activation, ESF-11 responsibilities will be enacted by the **INSERT EOC ESF-11 LEAD** through the **INSERT EOC COMMAND POSITION**. The **INSERT ANIMAL CARE LEAD EOC POSITION** will maintain communication and coordination with all departments and ESFs relevant to the situation and will be the primary conduit of information between the **INSERT DOC POSITION** and the EOC. Within the EOC, the **INSERT ANIMAL CARE LEAD EOC POSITION** will ensure that any activities potentially impacting domestic animals, such as human evacuation and sheltering, are taken into consideration and properly coordinated. ESFs that the **INSERT ANIMAL CARE LEAD EOC POSITION** will coordinate with:

- ESF-1 Transportation
- ESF-6: Mass Care, Housing, and Human Services
- ESF-7 Logistics
- ESF-8: Public Health and Medical Services
- ESF-9: Urban Search and Rescue
- ESF-13: Law Enforcement
- ESF-14: Recovery and Mitigation
- ESF-15 Public Information
- Volunteer and Donations Management

It is particularly imperative that channels of communication exist among fire, law enforcement, and **INSERT ANIMAL CARE LEAD EOC POSITION** under ESF-9 involving search, rescue, and evacuation of domestic animals, including livestock.

5. Registration and Animal Intake

A. Priority Plan Information

Most importantly, planners should ensure that their plans address the following topics related to registration and animal intake:

- Processes and forms for animal intake and registration at shelters, including documenting and photographing animals for record keeping and case management
  - The early stages of animal shelter activation and operation can be chaotic. Consider using paper forms to capture information from animal owners and later transferring this information into an electronic system.
  - Leaving an animal at a shelter can be a stressful experience for animal owners which may make it difficult for them to fill out intake forms completely or accurately. Consider taking a picture of the animal and its owner together as part of the intake process and include this picture in the animal's file. This photo documentation can make reunification easier and also help prevent individuals from claiming animals that don't belong to them.
- Processes and forms to ensure proper physical descriptions of animals and that all owner emergency contact information is received

B. General Plan Information

General registration and animal intake information to consider including in local animal care and shelter plans:

- Processes and resource needs for using microchip technology to identify animals
- Processes and authorities for vaccination, disease recognition, and animal triage

C. Plan Templates and Examples

Template (Description of Registration and Intake Process): *The following language is from Sonoma County and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.*

The intake process initiates the registration and care of animals. Animals may be brought in by the owner, in person; by a third party; or by an unknown owner. Intake documentation should include a full description of the animal including its species and breed, gender, color and other identifying information. This description along with any available identification should be recorded and kept in the animal's file. Types of identification can include collars, tags, licenses, microchips or tattoos on ears or bellies. Each animal should be photographed upon intake (minimum of 2 photos to include a face and profile shot). Cats and dogs without a microchip should be implanted with one during intake.

Example Animal Intake Flow from Sonoma County:

Example Intake Form from Sonoma County:

PHS/SPCA FIELD SHELTER INTAKE FORM

Animal # _____ A123456 _____ Date In _____/_____/_____

Location found_____ In Residence? ☐ Yes ☐ No

Identification (collar/tags)? ☐ Yes ☐ No _____

Microchip upon intake? ☐ Yes ☐ No (if no, implant chip)

Breed _____ Age _____ Name _____

Description _____

☐ Female ☐ Male ☐ Spayed/Neutered

☐ Stray ☐ Owner Surrender ☐ Temporary Custody ☐ Other _____

FIRST HEALTH CHECK	Date / /	Initial
Eyes/Nose		
Ears		
Mouth		
Skin		
Body		
Misc		
Spay Scar		
Weight		

VACCINATIONS/TESTS	Date	Initial
☐ BORD	/ /	
☐ 1st DHPP/FVRCP	/ /	
☐ 2nd DHPP/FVRCP	/ /	
☐ 3rd DHPP/FVRCP	/ /	
☐ Rabies	/ /	
☐ 1st Deworming	/ /	
☐ 2nd Deworming	/ /	
☐ ADV/Other	/ /	
☐ FELV saliva + / -	/ /	
☐ FELV + / - FIV + / -	/ /	

Date	Initial	EXAM AND TREATMENT SUMMARY
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Example Intake Form from Monterey County:

The SPCA for Monterey County
1002 Monterey-Salinas Highway
P.O. Box 3058
Monterey, California 93942
(831) 373-2631 or 422-4721

Date of Intake: _____

Time of Intake: _____

SPCA Staff: _____

ANIMAL HOUSING INTAKE FORM
(PET OWNERS EVACUATED TO RED CROSS SHELTERS)

The animal housing provided by The SPCA for Monterey County at this Red Cross Shelter is intended only as a temporary measure. We strongly encourage you to locate friends, family members, or temporary pet-friendly housing outside of the disaster area, where your pets can reside until you can return them to your own housing. SPCA staff can provide a listing of pet-friendly hotels and motels.

CONTACT INFORMATION

Name: _____

Phone Numbers: (cell) _____

(work) _____ (home) _____

Address: _____

City: _____ Zip: _____

Driver's License #: _____

Other/emergency phone numbers: _____

_____

Attach
Photo
Here
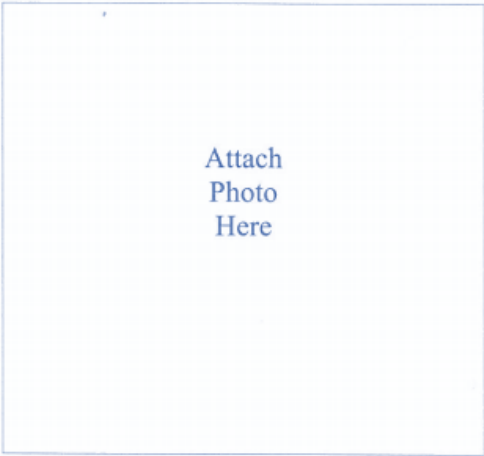
ANIMAL NEEDING SHELTER

Name: _____   Breed: _____

Age: _____   Sex: ___ Male ___ Female ___ Neutered ___ Spayed

Description: _____

License #: _____   City Licensed: _____

Microchip #: _____   Tattoo or Other ID: _____

Current Vaccinations (type and approx. date): _____

Special Medical Needs (medications, diet, etc.) _____

What Veterinarian do you use: _____

Have you left pets behind?: _____

ANIMAL RETURN INFORMATION

I certify under penalty of perjury that, as the owner and/or legal agent, all information is true and correct to the best of my knowledge and that the animal described on this form which I am redeeming from The SPCA for Monterey County is my property. I hereby accept possession of this animal and release and waive any right against The SPCA for Monterey County which may have now or in the future for any damages to persons and/or property caused by my animal.

Date of Release: _____ Time of Release: _____ Location of Release: _____

Signature of Owner: _____   Signature of SPCA: _____

Owner's Name (print): _____   SPCA Staff (print): _____

Distribution: Original – The SPCA for Monterey County   Pink Copy – Owner (must be presented to redeem animal)
Yellow Copy – Post on Cage

6. *Animal Care*

A. **Priority Plan Information**

Most importantly, planners should ensure that their plans address the following animal care topics:

- Processes and policies for housing a variety of animal species in shelters
- Processes and forms for allowing owners and staff access to animals in shelters
- Processes and forms (including tracking) for transfer of animals to an alternate facility
- Processes and forms for the construction and maintenance of animal confinement areas

B. **General Plan Information**

General animal care information to consider including in local animal care and shelter plans:

- List of services, authorities, and required credentials for veterinary care services
- List of services, authorities, and required credentials for animal care services
- Identified sources and locations for veterinary resources (e.g., staffing and equipment)
- Policies and responsibilities related to separation and reunification of animals
- Processes and forms for first aid/animal triage
- Description of veterinarians' authority to administer care
- Processes for the control of fleas, ticks, and other pests at each animal shelter
- Processes and policies for segregating aggressive and un-socialized animals
- Processes and policies for quarantining animals to prevent the transmission of disease
- Identification of controlled areas (indoor or outdoor) for exercising animals
- Processes, policies, and authorities for animal waste and carcass disposal
- Processes and forms for the reunion of rescued animals with their owners
- Processes, policies, and forms for long-term care or permanent relocation
- Processes for coordination with and use of local Animal Emergency Response Teams (e.g., DART or CART)
- Processes and forms for decontamination and biosecurity
- Disaster specific educational materials such as precautionary measures related to smoke inhalation, fire retardation, decontamination from flood waters, etc.
- Process for extending lost pet holding periods
- Process for ensuring animal areas have sufficient security at all times

C. **Plan Templates and Examples**

Template (Description of Animal Care Process): *The following language is from Sonoma County and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.*

The **INSERT SHELTER MANAGER** of a temporary or established shelter should determine who may have access to the animals.

Although it may not be possible to physically lock every cage or kennel, an identification system and process should be implemented to govern the process by which designated volunteers may

remove animals from holding areas.

All animals should be housed with their identification documentation and an Animal Care Log, which is used to record feedings, cleaning, and socialization.

The **INSERT SHELTER ANIMAL CARE POSITION** should create protocols for determining which animals can be taken out of their cages or kennels, how much time they may be out, which activities are allowed, and the labeling system on the cage or kennel that is used to indicate that an animal is out. The **INSERT SHELTER ANIMAL CARE POSITION** will create a system to track and monitor all animal movement, as well as a system to track all animal visits by their owners.

The **INSERT SHELTER ANIMAL CARE POSITION** should physically count the animals on the premises at least twice a day and document the count in the log. Counting can quickly identify animals that may be improperly housed or missing. Although a temporary shelter is a 24-hour operation, animals need periods of darkness and quiet. Periods of darkness and quiet should be scheduled throughout the day. Night activity should be limited to veterinary issues.

Template (Description of Animal Care and Reunification): The following language is from the City and County of San Francisco and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.

An identification and tracking process will be used during the animal's stay in the emergency shelter. **IDENTIFY SYSTEM USED**

When the animal has been treated or no longer has sheltering needs, owners will be contacted for reunification with their pets. **IDENTIFY CONTACT METHODS AND POC.**

Upon arrival at the facility, owners/guardians will be required to present proper personal identification and affirmatively identify their animal by providing an accurate description of their pet, viewing and identifying their pet in photos, or by being escorted through existing shelter areas to identify their pet.

If an owner is unable to provide the primary identification needed to claim his or her pet, a secondary means of identification—such as vet records, photos of owners with the pet, microchip information, or a letter from a veterinarian with a description of the animal—is acceptable.

If the owner is unable to find his or her pet, a lost animal report will be filed with **INSERT SHELTER ANIMAL CARE POSITION OR AGENCY** detailing the description of the animal, its last known location, and the owner's current contact information.

7. *Public Information and Outreach*

A. Priority Plan Information

Most importantly, planners should ensure that their plans address the following topics related to public information and outreach:

- Coordination processes between ESF-11, shelter management, and the Public Information Officer (or Joint Information Center) for continually updating public statements on shelter capacity, availability, and needed resources.

B. General Plan Information

General information related to public information and outreach to consider including in local animal care and shelter plans:

- List of agency subject matter experts with the animal care expertise to inform public messaging and/or serve as a spokesperson on local animal care operations
- Description of public education programs and preparedness messages related to animal care that may inform emergency public information activities
- Sample public information messages regarding accommodation of animals [18]
- Messaging translated into multiple languages

C. Plan Templates and Examples

*The Bay Area Joint Information System has developed a **Toolkit to Support Public Information at Disaster Shelters,** providing Shelter Public Information Officers, their support staff, and local Joint Information Center staff with the tools, templates, planning considerations, and sample messaging necessary to perform their roles. The toolkit is available for download at* http://www.bayareauasi.org/careshelter.

Template (Description of Public Information Responsibilities): *The following language is from San Mateo County and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.*

Ultimately, increased readiness among individual pet owners is the single most important measure to decrease the number of pets impacted by a disaster. The Peninsula Humane Society & Society for the Prevention of Cruelty to Animals (PHS/SPCA) will continue to urge residents to create their own personal disaster plans, as this will impact the number of animals requiring assistance and/or temporary shelter. PHS/SPCA will speak to this topic at public events, hold periodic disaster planning events/workshops at the shelter, distribute disaster preparation materials and maintain pertinent information on the organization's website.

Template (Description of Public Information Responsibilities): *The following language is from the City and County of San Francisco and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.*

Public Information is an essential response component during any type of an incident in which domestic animals may be impacted. **INSERT SHELTER ANIMAL CARE POSITION OR EOC POSITION** will coordinate with its Public Information Officer (PIO) and/or Joint Information Center (if activated) to provide public information. During an ESF-11 activation, the **INSERT**

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[18] For shelter-related emergency public information planning resources, see *The Bay Area Joint Information System (JIS): A Toolkit to Support Public Information at Disaster Shelters. The most current copy of this document, including Part IV (additional resources) and any changes, is available on the Bay Area JIS shared document repository. Email* bayarealis@gmail.com *for access.*

PRIMARY AGENCY will coordinate with its Public Information Officer (PIO) and/or Joint Information Center (if activated) to provide public information. There will be an ongoing need to provide the public with updated information as the incident progresses. For further details about public information dissemination, refer to the **INSERT PLAN**.

Template (Description of Public Information Responsibilities): The following language is from the City and County of San Francisco and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.

The Department of Animal Care and Control (ACC) will coordinate with its Public Information Officer (PIO) and/or ESF #15: Joint Information Section (if activated) to provide public information.

This section describes Public Information as providing the following: 1) coordination of animal evacuation and sheltering information with the jurisdiction's Public Information Officer (PIO) or CCSF EOC Joint Information Section, 2) mechanisms for continually updating public statements on shelter capacity and availability as people/animals are coming to shelters, and 3) providing for communication of public information regarding shelter-in-place accommodation of animals.

Public information is an essential response component during any type of an incident in which domestic animals may be impacted. During an ESF #11 activation, the ACC will coordinate with its PIO and/or ESF #15: Joint Information Section (if activated) to provide public information regarding the following: **INSERT CRITERIA**

There will be an ongoing need to provide the public with updated information as the incident progresses. For further details about public information dissemination, refer to the *ESF #15: Joint Information Section Annex*.

8. Record Keeping

A. Priority Plan Information

Most importantly, planners should ensure that their plans address the following topics related to record keeping:

- Processes for gathering, organizing, and sending documentation and records to the EOC Finance and Administration Section
- Processes for conducting after-action reports and implementing corrective plans
- Description of coordination processes between ESF-11 and the EOC Finance and Administration Section

B. General Plan Information

General record keeping information to consider including in local animal care and shelter plans:[19]

- Processes and forms for tracking volunteer and animal care staff hours
- Form to inventory donated items and funds provided
- Processes and forms for Damage Survey Report (DSR) record keeping
- Responsibilities and processes pre- and post-declaration funding
- Examples of eligible costs for reimbursement

C. Plan Templates and Examples

Template (Description of Record Keeping Processes): The following language is from *Sonoma County and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.*

Any remaining data, reports, or documents should be collected to ensure that a complete record of logs, transactions, analyses, and other information is in one place. Information management for the following:

- Animal movement tracking
- Records retention
- Health certificates for interstate movement of animals
- Detailed written records for eligible expenses
- Public information

After all animals have been returned to owners, transferred to a shelter, or transported, and all emergency areas have been closed, it is important for key staff, volunteers, and personnel from other EOC departments to meet for a debriefing on the incident response. The following may be discussed:

- What was achieved?
- What went well?
- What could be improved?
- Were any innovations implemented?
- What changes need to be made to the plans?
- Were supplies sufficient?
- What job descriptions need to be updated?
- Where there any needs for psychological debriefing for the handling of injured and deceased animals?

This information is critical for future mitigation planning from lessons learned.

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[19] Each of these forms and processes are often coordinated with and/or provided by the Finance and Administration Section in the EOC. The animal care and shelter plan may reference related emergency plans and forms.

9. Recovery

A. Priority Plan Information

Most importantly, planners should ensure that their plans address the following recovery-related topics:

- Demobilization, including the following:
    - Processes for closing shelters and redistributing supplies
    - Processes for removing and disposing of animal carcasses and waste
    - Policies and procedures for adoption and euthanasia
    - Policies for unclaimed animals
    - Plan for donations storage

B. Plan Templates and Examples

Template (Description of Recovery Processes): The following language has been adapted from Sonoma County and is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.

When the EOC has notified the Incident Commander that a temporary animal shelter should be deactivated, a number of key activities are required and are described below.

Planning for closing the shelter should begin almost as soon as the shelter is set up. Recognizing that the need for the emergency shelter will wane as the community begins to move from the response to the recovery phase, it is best to begin to think about the "arc" of your operations and consider how and when you will demobilize as part of your initial planning. Help your community to understand that this shelter is a temporary resource.

Utilize the checklist located in the attachments to complete shelter closure activities. The actual demobilization date will, in all likelihood, change from this original plan – but you will have thought through, and begun to prepare for, the closing of the shelter and the myriad of concerns that go with that operation. Among these are:

- ☐ Coordinate efforts to reunify pets with owners
- ☐ Reunify all animals with owners
- ☐ Arrange to transfer any unclaimed pets to animal shelters, or match them with foster groups or humanitarian
- ☐ Break down cages and kennels
- ☐ Remove paper and tarps from walls and floors
- ☐ Sweep and mop floors
- ☐ Clean and properly sanitize all surfaces
- ☐ Remove signage
- ☐ Create a list of any items that may need to be repaired and or replaced
- ☐ Conduct a final walk through of the facility with the facility owner, or their designee, to ensure clean-up is acceptable
- ☐ Inventory remaining supplies and either return them to their owner, or properly disposed of them. This activity is important for reimbursement.

Removal and Disposal

Removal and disposal of animal carcasses must comply with all local, state, tribal and federal regulations. Local, state, territorial and tribal governments are encouraged to prepare for

carcass removal and disposal by developing an "Animal Carcass Removal Plan" addendum or annex to the organizations' Debris Management Plans if animal carcass removal plans do not already exist.

Proper storage and handling of animal carcasses is necessary to avoid public health issues. If a refrigerated truck or large walk-in freezer is available, smaller animals may be double bagged with heavy plastic and tagged. Tags should include the species, cause of death and location found if possible.

If no refrigeration option is available, designated containers for animal remains will need to be coordinated. Containers may include trash cans, dumpsters or trailers. Carcasses are to be placed at a designated, secured location away from the sheltering locations.

Arrangements will be needed for proper disposal by the legally designated processing industry in the jurisdiction.[20]

Unclaimed Animals

Every shelter should create procedures for unclaimed animals. An animal may be adopted, transferred, or euthanized, but the procedures must be consistent with local laws. The procedures must be communicated to local rescue groups and the public.

[20] https://calepa.ca.gov, http://tahc.state.tx.us/Emergency/FemaPublicAssistanceAnimalCarcassRemovalDisposal

10. *Resources*

A. Priority Plan Information

Most importantly, planners should ensure that their plans address the following topics related to resources:

- List of local animal care and shelter-related resources (including locations, providers/owners, and agreements)
- Processes and tools to manage a health or zoonotic disease outbreak
- Description of local mutual aid systems, structures, and process for putting forth, managing, and/or receiving mission requests

B. General Plan Information

General resource-related information to consider including in local animal care and shelter plans:

- Description of agroterrorism threats
- Processes related to reporting the illegal use/abuse of animals

C. Plan Templates and Examples

Template (Description of Resource Processes): The following language is from Alameda County is provided as a template for modification, as appropriate, and use in a local jurisdiction's emergency animal care and shelter plan.

Due to the limited number of resources that exist within any single department, partners, and the community there may be a need to obtain additional resources, supplies and/or personnel, from other agencies outside **INSERT JURISDICTION** through the execution of mutual aid agreements, and/or resource requests to City, County, and/or State channels. **INSERT REFERENCE TO AGREEMENTS**

INSERT EOC SECTION (e.g. Operations) is in charge of reporting on the status of all field response activities, as well as all the responding agencies associated with field response activities. **INSERT EOC SECTION** will also coordinate mutual aid for Law, Fire, and Health/Medical resources for the Coastal Region.

The **INSERT EOC SECTION (e.g. Planning)** gathers situational analysis of the incident(s) occurring around the operational area/jurisdiction.

INSERT EOC SECTION (e.g. Logistics) is in charge of ordering and tracking manpower, equipment, and special services resources, as well as managing volunteers and donations for the EOC.

INSERT EOC SECTION (e.g. Finance) tracks and allocates funds for all resource requests, assists with damage assessment values for initial damage estimates, tracks timekeeping, costs, compensation, claims, and is in charge of the recovery plan and policy.

Appendix A. Local Animal Care and Shelter Plan Evaluation Checklist

Jurisdictions may use the checklist on the following pages to develop or evaluate and track the progress on updates to their animal care and sheltering plans.[21]

Instructions for Use

Planners may follow these steps:
1. Obtain copies of the jurisdiction's animal care and sheltering plans, policies, and/or procedures. Some local governments have a standalone plan, while others address animal care and sheltering as a component of their mass care or other emergency operations plans.
2. Use the evaluation criteria below to cross-reference sections in the plan(s), completing the table with:
   a. *Status:* either describe the status or use a color-coded system to note status. For example, shading the box green indicates that the plan addresses the criteria, while red indicates that additional work is needed to address the criteria in local plan(s).
   b. *Reference:* if the plan(s) addresses the criteria in whole or in part, include a page or section number (also include the plan name if reviewing multiple plans).
   c. *Improvement Recommendations:* Summarize whether additional planning is necessary and recommend actions for accomplishing that planning.
3. Refer to the *Animal Care and Shelter Planning Toolkit* for more information on the planning criteria.

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[21] The criteria in the checklist is an updated version of the Section XIII. Quality Assurance checklist in the CARES Planning Guide: https://animalsindisasters.files.wordpress.com/2013/01/cares-planning-guide.pdf (pp. 33-35). UASI funded subject matter experts modified the CARES checklist to develop this customized plan evaluation tool for the Bay Area based on current polices, recent lessons learned, and generally accepted practices.

Animal Care and Shelter Planning Toolkit

Jurisdiction:			
Plans Reviewed:			
Reviewer(s):			
Date:			

#	Planning Criteria	Status	Plan Reference	Improvement Recommendations
Preparedness and Partnerships				
1	Does the plan include (or reference another resource with) emergency contact information for agencies and organizations with animal care and sheltering responsibilities?			
2	Do partner agencies and organizations involved in the development of the plan represent a wide range of animal species?			
3	Does the plan describe the partnership between the jurisdiction's emergency management agency, the animal control authority, the mass care provider(s), and the owner of each proposed animal sheltering facility?			
4	Does the plan have or refer to a MOA/MOU that defines the roles and responsibilities of each organization involved in animal response?			
5	Do organizations with agreed upon responsibilities in the plan have operating procedures that govern their mobilization and actions?			
6	Does the plan describe a position in the local Emergency Operations Center that provides subject matter expertise on field response involving animals?			
7	Does the plan recommend just-in-time training for spontaneous volunteers and out-of-state responders?			
8	Does the plan recommend just-in-time training for spontaneous volunteers and out-of-state responders?			
9	Does the plan provide suggested training topics for volunteers?			
10	Does the plan address the California Disaster Service Worker Program?			
11	Does the plan address how Animal Disaster Service Worker Volunteers may become credentialed and endorsed by the lead animal care agency?			
12	Does the plan encourage animal owners and service animal owners to make arrangements for private accommodations for themselves and their animals prior to a disaster?			
Activation Process				
13	Does the plan address who will be responsible for and managing the activation process?			
14	Does the plan identify the activation process for both animal services staff and volunteers?			
15	Does the plan include the documentation and record keeping for the activation process?			

#	Planning Criteria	Status	Plan Reference	Improvement Recommendations
16	Does the plan include or reference the necessary forms to be utilized during an activated period?			
17	Does the plan explain the mutual aid process for putting forth and/or receiving mission requests?			
Evacuation Support				
18	Does the plan identify or include a process for identifying animal populations within the county?			
19	Does the plan address the evacuation and transportation of a) animals from their properties or by their owners, or b) animals rescued by responders to animal shelters?			
20	Does the plan identify the agency responsible for coordinating the transport of animals (for all species types, including companion animals and large animals)?			
21	Does the plan address who may be considered as partnering agencies or organizations for animal evacuation and transport?			
22	Does the plan address how owners will be informed where animal shelters are located, and which shelter to use?			
23	Does the plan provide for the conveyance of animals whose owners are dependent on public transportation?			
24	Does the plan address how animals provided with evacuation assistance are registered, documented, tracked, and reunited with their owners if they are separated during assisted evacuations?			
25	Does the plan address the responsibility of transportation providers to transport service animals with their owners?			
26	Does the plan address how animals are tracked and documented when evacuated from their original location to a temporary shelter or other holding area? Does the plan identify the location for pick up and drop off?			
Shelter Operations				
27	Does the plan identify the agency responsible for coordinating shelter operations?			
28	Does the plan describe the process for the demobilization of shelter operations?			
29	Does the plan suggest pre-identifying inspected locations that may be used for animal sheltering?			
30	Does the plan recommend a pre-disaster inspection and development of agreements for each animal facility? Does the plan recommend pre-disaster inspections and completion of agreements for large animal facilities?			
31	Does the plan establish criteria that can be used to expeditiously identify animal shelters and alternate facilities when pre-identified locations are inadequate?			
32	Does the plan provide guidance to human shelter operators on the admission and treatment of service animals?			
33	Does the plan identify an agency(is) that regulates nonemergency, licensed animal facilities (e.g., animal control shelters, nonprofit household pet rescue shelters, private breeding facilities, and kennels)?			

#	Planning Criteria	Status	Plan Reference	Improvement Recommendations
34	Does the plan address who handles incoming animals that may need further investigation such as potentially abused or diseased animals?			
35	Does the plan provide for segregation or seizure of animals showing signs of abuse?			
36	Does the plan identify veterinary care options for the animals?			
37	Does the plan provide guidance about utility provisions, such as running water, adequate lighting, proper ventilation, electricity, and backup power, at animal shelters?			
38	Does the plan include mechanisms or processes to reduce/eliminate the risk of injury by an aggressive or frightened animal, the possibility of disease transmission, and other health risks for responders and volunteers staffing the animal shelter?			
39	Does the plan provide for the care and maintenance of each facility while in use as a shelter?			
40	Does the plan identify equipment and supplies that may be needed to operate each animal shelter, as well as supplies that animal owners may bring with them to the shelter?			
41	Does the plan provide for the physical security of each small and large animal facility, including perimeter controls and security personnel?			
42	Does the plan provide for acceptance of donated resources (e.g., food, bedding, containers)?			
43	Does the plan provide for the acquisition, storage, and security of food and water supplies? Does the plan provide for the diverse dietary needs of household pets, large animals, exotics, and other animal species?			
	Registration and Animal Intake			
44	Does the plan provide for animal registration?			
45	Does the plan provide for installation and reading of microchip technology for rapid and accurate identification of animals?			
46	Does the plan provide for technical consultation/supervision by a veterinarian or veterinary technician?			
47	Does the plan identify the need for household pets (e.g., dogs, cats) to have a current rabies vaccination?			
48	Does the plan address measures for mass vaccinations?			
	Animal Care			
49	Does the plan provide for the housing of a variety of animal species (e.g., size of crate/cage, temperature control, appropriate lighting)?			
50	Does the plan provide for separation of animals based on appropriate criteria and requirements?			
51	Does the plan provide for the consultation of a veterinarian or animal care expert with animal sheltering experience regarding facility setup and maintenance?			
52	Does the plan provide for the setup and maintenance of animal confinement areas (e.g., crates, cages, pens) for safety, cleanliness, and control of noise level?			
53	Does the plan recommend the setup of a first aid/animal triage area inside each shelter?			

#	Planning Criteria	Status	Plan Reference	Improvement Recommendations
54	Does the plan describe veterinarians' authority to administer care?			
55	Does the plan provide for the control of fleas, ticks, and other pests at each animal shelter?			
56	Does the plan provide criteria for designating and safely segregating aggressive animals?			
57	Does the plan provide for the segregation or quarantine of animals to prevent the transmission of disease?			
58	Does the plan recommend the relocation of an animal to an alternate facility (e.g., veterinary clinic, animal control shelter) due to illness, injury, or aggression?			
59	Does the plan recommend providing controlled areas (indoor or outdoor) for exercising animals?			
60	Does the plan provide for animal waste and animal carcass disposal?			
61	Does the plan provide for the reunion of rescued animals with their owners?			
62	Does the plan include mechanisms or processes to address the long-term care, permanent relocation, or disposal of unclaimed animals?			
63	Does the plan address Animal Emergency Response Teams and or Response Equipment options within the jurisdiction?			
64	Does the plan include specialized resources for all-hazards, including decontamination and biosecurity?			
Public Information and Outreach				
65	Does the plan provide mechanisms for continually updating public statements on shelter capacity and availability as people/animals are coming to shelters?			
66	Does the plan provide for a public education program?			
67	Does the plan provide for the coordination of animal evacuation and sheltering information with the jurisdiction's Public Information Officer or Joint Information Center?			
68	Does the plan provide for communication of public information regarding shelter-in-place accommodation of animals, if available?			
69	Does the plan provide ways to integrate social media to provide public information on shelter operations and animal care?			
Record Keeping				
70	Does the plan address tracking mechanisms for volunteer and animal care hours?			
71	Does the plan address inventory of donated items and funds provided during the declared disaster time?			
72	Does the plan address worker's compensation and claims?			
73	Does the plan address Damage Survey Report (DSR) record keeping?			
74	Does the plan define the methods of pre- and post-declaration funding for the jurisdiction's animal preparedness and emergency response program?			
75	Does the plan describe how to capture eligible costs for reimbursement by the Public Assistance Program as defined			

#	Planning Criteria	Status	Plan Reference	Improvement Recommendations
	in Disaster Assistance Policy (DAP) 9523.19, Eligible Costs Related to Pet Evacuations and Sheltering?			
76	Does the plan describe how to capture eligible donations for volunteer labor and resources as defined in DAP 9525.2, Donated Resources?			
77	Does the plan describe how to capture eligible donations for mutual aid resources as defined in DAP 9523.6, Mutual Aid Agreements for Public Assistance and Fire Management Assistance?			
78	Does the plan address an after-action process to discuss strengths, revise plans, and identify and implement areas for improvement?			
Recovery				
79	Does the plan address shelter closures and redistribution of supplies?			
80	Does the plan address the removal and disposal of animal carcasses and waste?			
81	Does the plan address adoption and euthanasia procedures?			
Resources				
82	Does the plan identify animal care and shelter-related related resources, such as just-in-time training, for field and EOC staff?			
83	Does the plan refer to resources for identifying penal codes and authorities that handle violation of penal codes?			
84	Does the plan identify who to contact in the event of a zoonotic disease outbreak?			
85	Does the plan identify who to contact in the event of a suspected agroterrorism threat or illegal use/abuse of animals?			

Appendix B. Bay Area Animal Care Partner Organizations

National Organizations	
National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP)	http://www.cfsph.iastate.edu/Emergency-Response/bpwg.php
American Veterinary Medical Association (AVMA)	https://www.avma.org/Pages/home.aspx
Veterinary Medical Assistance Teams (VMAT)	https://www.avma.org/whatwedo/veterinary-medical-assistance-teams/
American Veterinary Medical Foundation (AVMF)	https://avmf.org/
National Animal Rescue and Sheltering Coalition (NARSC)	http://thenarsc.org/
PETCO Foundation	https://www.petcofoundation.org/
Red Rover	https://redrover.org/
Code 3 Associates	http://code3associates.org/
ASPCA	https://aspca.org/
American Humane Association	https://americanhumane.org/
American Red Cross	https://www.redcross.org/
Petfinder.com Foundation	https://petfinderfoundation.com/
American Kennel Club	https://www.akc.org/
PetSmart Charities	https://www.petsmartcharities.org/
National Voluntary Organizations Active in Disasters (NVOAD)	https://www.nvoad.org/
Society of Animal Welfare Administrators	https://theaawa.org/
National Animal Control Directors Association	https://www.calanimals.org/

Bay Area Animal Care Organizations			
Friends of the Alameda Animal Shelter	http://www.alamedaanimalshelter.org/	Alameda, CA	PH: 510-337-8565
Berkeley Animal Care Services	https://www.cityofberkeley.info/animalservices/	Berkeley, CA	PH: 510-981-6600
Berkeley Humane	https://berkeleyhumane.org/	Berkeley, CA	PH: 510-845-7735
East County Animal Shelter	https://www.alamedacountysheriff.org/cws_animal.php	Dublin, CA	PH: 925-803-7040
Hayward Animal Services	http://www.haywardanimals.org/	Hayward, CA	PH: 510-293-7200
Hopalong Animal Rescue	https://www.hopalong.org/	Oakland, CA	PH: 510-267-1915
ICRA: Island Cat Resource & Adoptions	http://icraeastbay.org/	Alameda, CA	PH: 510-869-2584
Oakland Animal Services	http://www.oaklandanimalservices.org/	Oakland, CA	PH: 510-535-5602
Tri-City Animal Shelter – Fremont	https://www.fremontpolice.org/index.aspx?NID=329	Fremont, CA	PH: 510-790-6640
TVAR: Tri-Valley Animal Rescue	http://tvar.org/	Pleasanton, CA	PH: 925- 803-7043

Bay Area Animal Care Organizations (continued)			
Valley Humane Society	https://valleyhumane.org/	Pleasanton, CA	PH: 925-426-8656
Antioch Animal Services	https://www.antiochca.gov/police/animal-services/	Antioch, CA.	PH: 925-779-6989
Contra Costa Animal Services – Martinez	http://www.co.contra-costa.ca.us/59/Animal-Services	Martinez, CA.	PH: 925-335-8300
Contra Costa Animal Services – Pinole	http://www.co.contra-costa.ca.us/59/Animal-Services	Pinole, CA.	PH: 510-374-3966
Humane Society of Silicon Valley	http://www.hssv.org/	Milpitas, CA.	PH: 408-261-2133
Marin Humane Society	https://www.marinhumane.org/	Novato, CA.	PH: 415-883-4621
Peninsula Humane Society	https://phs-spca.org/	San Mateo, CA.	PH: 650-340-7022
Pets Unlimited	http://www.petsunlimited.org/	San Francisco, CA.	PH: 415-563-6700
San Francisco Animal Care & Control	https://www.sfanimalcare.org/	San Francisco, CA.	PH: 415-554-6364
San Francisco SPCA	http://www.sfspca.org/	San Francisco, CA.	PH: 415-554-3000
Santa Clara County Animal Services	https://www.sccgov.org/sites/asc/Pages/home.aspx	Santa Clara County, CA	PH: 408-686-3900
Silicon Valley Animal Control Authority (SVACA)	http://svaca.com/	Santa Clara, CA	PH: 408-764-0344
Humane Society Silicon Valley	http://www.hssv.org/what-we-do/pet-care-services/other-resources/area-shelters.html	Milpitas, CA	PH: 408-262-2133
San Jose Animal Care Center	http://www.sanjoseanimals.com	San Jose, CA	PH: 408-794-7297
SPCA for Monterey County (POC Rosanna Leighton)	www.spcamc.org	Monterey, CA	PH: 831-373-2631
Bay Area Response Teams			
Sonoma County Animal Services – Animal Disaster Service Worker Program & Credentialing	https://sonomacounty.ca.gov/Health/Animal-Services/		
Napa County CART (County Animal Response Team)	http://napacart.org/		
Solano County Animal Services	http://www.solanocounty.com/depts/sheriff/animalcare/gi.asp		
Marin County Animal Services / Large Animal Response Team	Marin County Search & Rescue Team	https://www.marinhumane.org/get-help/marin-animal-services/		
San Francisco NERT Neighborhood Emergency Response Team	https://sf-fire.org/neighborhood-emergency-response-team-nert		
Contra Costa County Animal Services – PEP Pet Emergency Preparedness Program	http://www.co.contra-costa.ca.us/59/Animal-Services		
Tri Valley Animal Rescue	https://www.tvar.org/		
State Partners			
Cal OES	http://www.caloes.ca.gov		
Cal EPA	https://calepa.ca.gov		
CDFA	https://www.cdfa.ca.gov		

Appendix C. Acronym List

Acronym	Term
AAF	Animal, Agriculture, Food
ACO	Animal Control Officer
AER	Animal Emergency Response
APHIS	Animal and Plant Health Inspection Services
AVMA	American Veterinary Medical Association
CART	Community / County Animal Response Team
CERT	Community Emergency Response Team
CMAS	Commercial Mobile Alert System
CVMA	California Veterinary Medical Association
CAVMRC	California Veterinary Medical Reserve Corps
De-Con	Decontamination
DHS	Department of Homeland Security
DSW	Disaster Service Worker
DSWP	Disaster Service Worker Volunteer Program
EAS	Emergency Alert System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EF	Emergency Function
ESF	Emergency Support Function
FAD	Food Animal Disease
FEMA	Federal Emergency Management Agency
FEMA RTL	FEMA Resource Typing Library
FSA	Farm Service Agency
ICS	Incident Command System
ICP	Incident Command Post
IS	Independent Study
ILT	Instructor Led Training
MRC	Medical Reserve Corps
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAHLN	National Animal Health Laboratory Network
NIMS	National Incident Management System
NRCS	Natural Resources Conservation Service
NWCG	National Wildfire Coordinating Group
OA	Operational Area
OES	Office of Emergency Services
PETS Act	Pets Evacuation and Transportation Standards
PIO	Public Information Officer
PPE	Personal Protective Equipment
RDPC	Rural Domestic Preparedness Consortium
RIMS	Response Information Management System
ROSS	Resource Ordering and Status System
SART	State Animal Response Team

Acronym	Term
SEMS	Standardized Emergency Management System
SUV	Spontaneous Untrained Volunteer
UASI	Urban Area Security Initiative
USDA	United States Department of Agriculture
VERT	Veterinary Emergency Response Team
VMAT	Veterinary Medical Assessment Team