Zoological Best Practices Working Group Planning Roadmap

A Basic Guide for Emergency Planners for Managed Wildlife Facilities

Prepared by the Zoo Best Practices Working Group for Disaster Preparedness and Contingency Planning

2011

INTRODUCTION

The Zoological Best Practices Working Group for Disaster Preparedness and Contingency Planning (ZBPWG) is pleased to provide the following information for your use in creating, reviewing and updating preparedness plans for managed wildlife facilities.

The managed wildlife community is a diverse group, ranging from small exhibitors, wildlife owners, sanctuaries, rehabilitation facilities, zoos and aquariums. The ZBPWG's mission was to provide information and recommend Best Practices that could prove useful to this wide variety of animal care experts. It is the hope of the Working Group that the information within and the references that are provided will assist anyone, regardless of the 'size' of your operation, to produce useful, integrated plans.

The ZBPWG was created via Cooperative Agreement with United States Department of Agriculture Animal Care, and the Zoo Animal Health Network, located at Lincoln Park Zoo in Chicago. The ZBPWG members have a diverse background within the managed wildlife community. Members are USDA veterinarians, zoo employees, wildlife rehabilitators, and exotic ranchers. A number of the members have been directly involved in natural disasters such as Hurricane Katrina. Others are subject matter experts who have added valuable information from other industry sectors that could be applied to wildlife facilities.

> ***The Mission Statement for the ZBPWG***
> *The mission of the Zoological Best Practices Working Group is to promote a culture of 'all hazards contingency planning and preparedness' for the managed wildlife community. To that end, the group will research, prepare, review and disseminate documents to assist facilities in drafting their own contingency plans. The Working Group will encourage facilities to work with first responders, local emergency management and other stakeholders to draft useful plans that are integrated into their jurisdictional emergency management infrastructure.*

While these documents are designed to assist the managed wildlife facility in drafting plans, the creation of a facilities' plan is not the only goal. The ZBPWG encourages the community to use the process of drafting plans as an opportunity to integrate will all levels of government, which is critical in an emergency. The relationships developed in the planning process could be critical in all phases of preparedness planning, prevention, mitigation, response and recovery!

TARGET Audience for the Document
Facility Contingency Planners (FCP)

Who is a Facility Contingency Planner?

The ZBPWG uses the term Facility Contingency Planner throughout these documents. The FCP is an individual, or group of individuals who are responsible for writing a facility's individual disaster preparedness plans.

*We introduce the concept of the FCP because **those whose job it is to draft these plans may not be the individuals in charge with response.** The FCP is responsible for engaging local jurisdictional emergency management experts, consulting with subject matter experts, and engaging all stakeholders to draft plans that are useful for their given facility.*

PREFACE

This Roadmap Document is designed to be a primer for those individuals working with managed wildlife to introduce the community to the fundamentals of developing emergency plans. Multiple, excellent guidance documents exist that will be referenced throughout the ZBPWG documents. Many of them are 'comprehensive' in nature, providing guidance for plan development for local, jurisdictional planners. All address areas of emergency planning, prevention, response, recovery and mitigation. The ZBPWG material condenses this information, and tailors it to our community.

There are some fundamental considerations regarding plan development and emergency planning in general. These concepts will be elaborated on throughout these documents, but consider the following 'truths':

- The more collaboration that a facility has with local community leaders, first responders such as police and fire, and other emergency management personnel, the more thorough and better-integrated your plans will be with jurisdictional emergency plans
- Before a facility begins the process of plan development, meet with local jurisdictional emergency managers, police and fire departments. There may particular requirements for your plans, including certain format requirements.
- The Incident Command System (ICS) is a "systematic tool used for the command, control, and coordination of emergency response"[1] that is used extensively by emergency management personnel for an organized response to an incident. It is **highly recommended** that FCPs become familiar with the basics of ICS so as to better communicate with jurisdictional emergency managers.
- The *'process'* of planning is often as important as the resulting plan document!
- The plans should be written by engaging multiple stakeholders in the planning process
- The development of useful plans should be based on a thorough Risk Assessment
- Goals and objectives for plans should be clearly stated
- Plans should be written to provide flexibility: emergencies seldom go as planned!

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[1] http://ops.fhwa.dot.gov/publications/ics_guide/glossary.htm

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SECTION I: Why plan for emergencies in a wildlife facility?

> **The text in this section was adapted from the United States Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) Animal Care Course "Introduction to Animal Emergency Management" developed by the Center for Food Security and Public Health, Iowa State University.**

There are compelling reasons for having a well thought out emergency plan for your facility.   An emergency management truism is "It's easier to explain why you need a plan, than why you didn't have one!", but some of the following points are convincing arguments that can be made to support the creation of an emergency plans:

Animal welfare/well-being: Animals have a high societal value due to the very strong and special bond between them and their human owners and caretakers.

Staff Safety: Working with managed wildlife populations can be a dangerous occupation. In a disaster or other emergency, normal facilities or operations may become compromised, putting caretakers at greater risk. By developing plans, and training staff

in appropriate response, the chance of staff injury can be decreased while still providing care for the collection.

Protecting public safety: In order to protect animals, people may put themselves at risk and, through their actions or inactions, endanger responders or divert critical response resources. Isolated animal escapes (and rarely mass escapes) also occur, potentially threatening the safety of employees and the general public.   Through creating appropriate plans and managing animal issues effectively during emergency incidents, jurisdictions can be projected to better protect the public and responders

Protecting the health and safety of First Responders: The safety of First Responders in a managed wildlife facility should be a primary concern for emergency planners. First Responders are trained to deal with human needs in emergency response, but may have no experience or training in dealing with our unique (and potentially dangerous) species.

Protecting public health: The safety and survival of our animals may positively support the mental health of both survivors and responders. Zoonotic diseases are infectious diseases that can infect both people and animals. During disasters, the risk of zoonotic diseases may increase and reasonable actions must be taken to control that risk.

Protecting livestock agricultural systems: Livestock agriculture is a key component of our national economy, comprising about 13% of our gross domestic product.   In 2008, the United States Department of Agriculture diagnosed a case of wildebeest-associated malignant catarrhal fever in a cow from a Texas operation that kept cattle and captive wildebeests on the same premises. While this was not the result of a disaster or emergency within the captive game ranch, this example illustrates the potential of exposing domestic species to non-native wildlife and the potential for disease transmission.

Conservation: In many wildlife facilities, the conservation and breeding of endangered species is a primary mission.   Protecting these species may be paramount, and result in preservation of valuable genetic lineages.

Protecting native wildlife: Native wildlife could potentially be impacted by disease introduced from a captive population, should animal escapes or contact occur.   Non-native wildlife introduced into an ecosystem may have the potential to become an invasive species (i.e. nutria in the Southeast, pythons in the Everglades).

Good Business Practice: Preparing a comprehensive disaster and contingency plan for a facility may be the difference between business continuity and the need to close a facility.   While a facility cannot plan for every potential scenario, the process of developing facility plans may expose vulnerable areas in your facility, i.e. inadequate

insurance. If these vulnerabilities can be addressed, this may lead to more favorable outcomes in the event there is a disaster.

Public Perception: The public has historically been highly interested in the animal elements during disasters, and actions or inactions on the part of animal facilities and emergency management may face substantial scrutiny. The public expects that plans exist to deal with emergencies in managed wildlife facilities.

In summary, there are many logical and emotional justifications for a managed wildlife facility to invest in the time necessary to draft thorough emergency operational plans. But what are the 'mandates' that **require** facilities to draft plans?

SECTION II: Mandates for Emergency Planning for Animals

Following Hurricane Katrina, the Pets Evacuation and Transportation Standards Act (PETS Act) and the Post Katrina Emergency Management Reform Act (PKERMA) were enacted, modifying the Stafford Disaster and Emergency Assistance Act to mandate that governments plan for and assist with the evacuation and sheltering of **household pets and service animals**. The Stafford Act mandates that state and local plans address the rescue, care, shelter, and essential needs of individuals and their pets and service animals. [2]

Individual States, Tribes, Territories or local jurisdictions may enact statutes which create additional planning obligations, some of which address captive wildlife.   The FCP **MUST** work with your local Animal Emergency Managers[3] , AEM to ensure they are aware of any such statutes that may apply to their facility.   As of February, 2010, eleven States or Districts have enacted laws that put in place some form of a mandate for creating State or local plans for pets (Oregon, Nevada, Texas, Louisiana, Illinois, New Hampshire, Connecticut, New York, Virginia, Florida, and the District of Columbia). Oregon also mandate plans for the evacuation of livestock and Louisiana mandates emergency plans for animal facilities. Additional local governmental mandates may exist as well.

In October 2008, a proposed rule change to Animal Welfare Act was listed in the Federal Register.   This proposed rule would amend the Animal Welfare Act regulations to add requirements for contingency planning and training of personnel by research facilities, dealers, exhibitors, intermediate handlers, and carriers.   The current draft of the proposed rule would require that the plans be made available to USDA APHIS upon request and, in the case of research facilities, to any funding Federal agency representatives. Contingency plans would have to be in place 180 days after any final

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[2] For more on the Stafford Act, visit http://www.fema.gov/about/stafact.shtm

[3] Animal Emergency Managers will refer to those individuals who possess some, if not primary responsibility for creating jurisdictional plans that encompass animal issues.

rule became effective. The proposed change would require plans be reviewed by the facility on at least an annual basis. While there is no way of knowing what the final rule may look like, the guidance in this document should give a facility a framework to begin drafting plans, or thoughts to consider when reviewing plans in the future.

In addition to federal, state or local mandates, various Associations that accredit zoological facilities and animal sanctuaries may require disaster planning for their members. The Association of Zoos and Aquariums and the Global Federation of Animal Sanctuaries are examples of associations which require disaster and contingency planning as part of their accreditation process.

It is highly recommended that the FCP review the Roadmap appendices 'Basics of Federal, State and Local Emergency Planning[4]. This will give the FCP a basic understanding of emergency management within these jurisdictions, as ultimately, your facility plan will be part of your local community's planning for emergencies.

SECTION III: Planning Principles[5]

Who is responsible for emergency plans and management of disasters?
Ultimately, the elected leaders of a jurisdiction are responsible for emergency plans and the management of disasters within their jurisdiction. Almost always, however, these responsibilities are assigned to an executive agency via statute and policy. Even though certain emergencies of a certain magnitude *would ultimately be managed by jurisdictional authority*, **individual facilities must be prepared to deal with situations that could be handled without assistance from jurisdictional responders.** Should a situation arise that necessitates action by jurisdictional responders (i.e. a dangerous animal escaping from your facility) cooperation between a facility and jurisdictional responders is critical for a coordinated response.

Consider the following principles in the planning process to protect your animals, staff, guests and responders:

- *In order to effectively plan for emergencies, you must understand the hierarchical nature of 'response' to emergencies*

It may seem counter-intuitive to discuss the response before the planning has begun, but FCPs must understand the order of response to effectively work with stakeholders to develop useful plans. Many 'emergencies' that occur in a managed wildlife facility can be handled with operational plans that will guide them to successful managing of an

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[4] See pg. 19 for "Basics of Federal, State and Local Emergency Planning"
[5] condensed from "Developing and Maintaining Emergency Operations Plans: CPG 101 v.2 Nov. 2010
http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf

emergency *by themselves*. The need to call upon local authorities (police, fire, etc.) would not be necessary.

In the event of a larger emergency, for example a structural fire, the local fire department would be summoned, and the scene would fall under the control of local emergency response plans.

In the event that a local jurisdiction becomes overwhelmed, State-level response functions would be called upon to provide resources that could not be adequately addressed by local response*. **Only when State resources become overwhelmed will the Federal Emergency Management Agency (FEMA) be called upon to assist in response.*** The collaboration before, during and after an incident between local, state, and Federal partners is what results in an orderly effective response. Please see the ***Basics of Federal, State and Local Emergency Planning*** Appendix for additional information on Federal, State and local planning.

- ***Planning should identify the facility's goals for the plan.***
Clearly define what a facility expects to do within the plan. For example, a facility may decide that a goal is to preserve the health and safety of all personnel. This is the goal of the facility…a plan should then be written with this goal in mind, addressing how this is to be accomplished,

- ***Planning MUST include participation from all stakeholders in the community***.
Stakeholders are agencies, organizations, enterprises, and individuals who have a vested interest in the facility, who have expertise in the subject, or have resources available for mitigation, planning, preparedness, response, or recovery.   See page 11 and each Annex which lists potential stakeholders that could be included in the development of contingency plans.

- ***Planning considers all hazards and threats by using a thorough Risk Assessment as an early step in the planning process.***
Identification of the 'most likely' hazards is important, but many operational functions that should be part of a basic plan can be implemented for any number of scenarios. For example, if a facility loses power, either because of a snowstorm or a hurricane, one of the actions required may be exactly the same: operation of on-site generators. Good plans address these emergency functions; identify common tasks, and who is responsible for implementation of the task.

- ***Planning should be flexible and scalable.***
Catastrophic events are fortunately, rare occurrences. Plans should have critical elements that could be 'expanded' for those catastrophic incidents.   Flexibility is

extremely important, as during a catastrophic event, many elements of a plan may need to be activated at once.

- ***Planning does not need to start from scratch***

Besides the excellent references that are provided in these documents, the experience of emergency managers at the local level, and colleagues within wildlife community have a tremendous amount of expertise in drafting plans and managing emergencies. Use the tools available, and engage industry colleagues as you begin the planning process.

- ***Include senior officials from your facility throughout the planning process***

Previous information in this section of this document outlines reasons that justify planning for emergencies to owners, staff and administration of wildlife facilities. Such individuals must be included in the planning process.

- ***Plans need to instruct people what to do and why to do it***

Thorough plans must tell people what their roles and responsibilities are in an emergency or disaster. They must also indicate the roles and expectations of support providers (i.e. police, fire, etc.), and therefore the plans must be developed with these support partners assisting in the process.

- ***To be effective, plans MUST be integrated and coordinated within jurisdictional plans***

Integration of your facility's plans into jurisdictional plans must be a goal of the entire planning process. Utilizing the expertise of your local emergency managers will help you to properly integrate your facility into local emergency management framework. Additional information on plan integration can be found in Comprehensive Preparedness Guide 101 V.2[6]

- ***Facilities are dynamic, and therefore plans should be routinely updated to reflect changes in your facility.***

Periodic review of plans must be done to keep them up to date with any necessary changes

- ***Successful plans are relatively simple, and flexible***

Overly complicated plans will be difficult to follow in an emergency.   Use the guidance of your local emergency management personnel to assist you with drafting plans that 'fit' within the framework of their plans. Remember, your facility is actually a 'piece' of the emergency management puzzle for your area, with your facility supplying the expertise to care for your animals and personnel.

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[6] http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf

SECTION IV: THE PLANNING PROCESS FOR FACILITY CONTINGENCY PLANNERS

Now that some background information has been provided on mandates and planning principles, here are suggested steps in the planning process.[7]
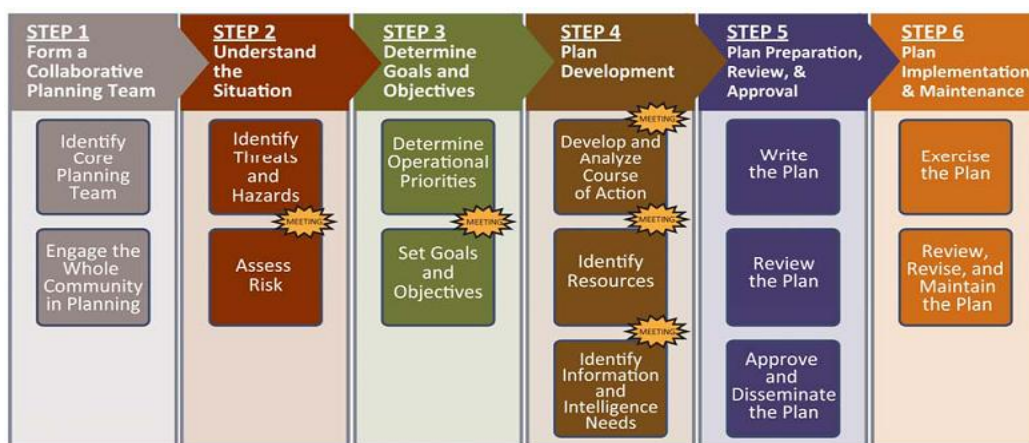
Step One: Form a Collaborative Planning Team

Ideally, the FCP will be a team of people from a facility that provide expertise and can contribute to plan development. In smaller facilities where the responsibility falls to only one or two people, engaging stakeholders from outside the facility is critical in finding experts who can help you write useful plans.

For each facility, it is important that the local jurisdiction needs to evaluate their own capability goals, and share those with your facility as they participate in planning. No two communities will be identical in terms of their ability to respond to emergency incidents. By sharing this information, a wildlife facility will not make assumptions

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[7] http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf pg. 4-1

about their local jurisdiction's capability to respond and handle every potential situation. Rural jurisdictions will likely have fewer resources and fewer responders and their resources may be quickly exhausted.

It is highly recommended that wildlife facilities develop local collaborations with similar facilities in their region. Developing a "Regional Resource List" could be highly beneficial when trying to locate resources on short notice.

Local and State stakeholders should be enlisted to aid FCPs in drafting their plans. Some of these stakeholders to consider would be:
- Fire/police/EMS/Public Works/utilities
  These groups will help identify local codes and regulations such as OSHA, environmental organizations, Fire codes, zoning regulations, etc, all which may play a role when developing individual plans.
- Emergency medical personnel
- State wildlife agencies
- State Agricultural departments
- County Extension offices
- Animal Control agencies
- Local Emergency Management experts

There are **key non-governmental stakeholders** well known to the managed wildlife community that could provide valuable assistance to FCPs by enlisting expertise from these groups, or

- Association of Zoos and Aquariums
- American Association of Zoo Veterinarians
- American Association of Wildlife Veterinarians
- Global Federation of Animal Sanctuaries
- National Wildlife Rehabilitators Associations
- Association of Reptilian and Amphibian Veterinarians
- Exotic Wildlife Association
- American Association of Zoo Keepers

Additional partners may also be valuable in the planning department, and may provide an alternative source of equipment (e.g.: stock trailers, etc.) and expertise.
- Veterinary practices, associations or veterinary schools
- Livestock associations
- 4-H or FFA programs, particularly in rural areas
- Equestrian organizations
- Local animal welfare organizations
- Dog sled racing organizations
- Pet service industry organizations (kennels, groomers, etc.)

- Chambers of Commerce
- Private sector entities with animal-related missions and resources, such as nearby zoos, sanctuaries, ranches, etc.
- SART programs (State Animal/Agricultural Response/Resource teams)
- American Red Cross
- Neighboring businesses

A facility may also want to include civic leaders and representatives of community organizations into the planning process. This will engage the entire local community in the planning process.

Step Two: Understand the Situation

To manage risks and draft useful plans, it is paramount to understand the potential hazards that a facility faces. A critical step in the overall planning process is to identify hazards and perform a Risk Assessment. See the _Risk Assessment Annex_[8] for additional details on performing this critical step.

In summary, a Risk Assessment does the following:
- Identifies Hazards
- Identifies how vulnerable a facility is to a given hazard
- Thoroughly examines the consequence to the facility if an incident should occur
- Determines the probability (likelihood) that the incident will occur

The sum of hazard + vulnerability + consequence + likelihood is Risk. There are several tools provided in the Risk Assessment annex that can be used or modified to allow a FCP to conduct a thorough Risk Assessment.

Step Three: Determine Goals and Objectives

A managed wildlife facility may have a number of goals that they hope to accomplish in the event of an emergency or catastrophic event. The facility may determine that one of their goals in their emergency plan is to continue excellent animal care. Objectives to reach this goal may be the development of an evacuation plans for animals of high value, and development of a plan for sheltering-in-place others, regardless of the magnitude of the incident. Scenarios can be developed, and the FCP team can discuss how best to accomplish the goals and objectives. During the discussion, the FCP should identify HOW an evacuation would take place, or how the animals would be cared for if sheltering-in-place.

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[8] See the _Risk Assessment Annex_ for information on conducting your Risk Assessment, and tools to assist with the process.

Can the facility or its personnel serve their wider community in the event of an emergency? For example, if a facility's goal is preservation of a rare species, how can the facility serve others that were impacted by an emergency? A managed wildlife facility may be called upon to assist as a provider of aid in the event of some emergency. Could the facility, if largely unaffected, provide expertise or assistance with the management of wildlife, such as exotic pets, outside the facility? Consider the following example:

> *The FCP team from ABC Animal Sanctuary determines that a drought and dry well/water shortages is a hazard that has the highest likelihood of occurrence in their facility. The sanctuary is located in the arid southwest, and there have been water issues before, as their well is considered too shallow by modern standards. Water engineers have estimated that drilling a new well would be likely to meet their needs, but would need to be at least 1000 feet deep and cost $25,000 or more and take up to three years to purchase water rights and obtain the necessary permits for replacing the well. The sanctuary estimates that they go thru 1,000 gallons of water a day to supply their animals and maintain minimum sanitary standards within their facility.*
>
> *The FCP team determines that if their well runs dry, moving the animals out of the sanctuary to water is NOT an option. Therefore, they decide **their goal** is to continue to provide care for their animals; **an objective** is to have water delivered as needed to the facility.*

As goals and objectives are identified, this leads to 'lists' of tasks that must be performed to achieve them.

Step Four: Plan Development

Develop and analyze Courses of Action

This step involves taking the facility's goals and objectives that were identified in Step 3 of the planning process, and comparing possible solutions for achieving those goals:

> *ABC Sanctuary:*
>
> ➢ *Determined through **Risk Assessment** that loss of water was a hazard with a high likelihood of occurrence.*
> ➢ *Their **goal** was to keep the facility open to continue to care for the animals*
> ➢ ***An objective** is to arrange for delivery of water*
> ➢ *They identified a short term **course of action:** they contracted with an irrigation company to deliver water as needed to supply the animals until a longer term solution such as installation of cisterns and; the drilling of a new well, could be achieved.*

The potential courses of action should be analyzed, to compare costs and benefits. Water delivery may be expensive, but perfectly appropriate until a new well can be drilled. Owners and facility operators MUST have input into potential courses of action, as they alone may understand the financial feasibility. A course of action will not be realistic to consider if there is no funding to support the action.

Identify Resources

The emergency operations plan for any facility is most importantly a plan to utilize your existing resources and expertise within the facility. Secondarily, the plan creates a pathway by which additional resources can be identified which may be in your jurisdiction. For example:

- Personnel teams: fire brigade, security services, Weapons team, evacuation team, etc. PR department, etc. What does your facility already have? What procedures are in place are used in an emergency response capacity?
- Equipment: What does your facility have that can help in a disaster or emergency? An inventory will be extremely beneficial for the planning process. Fire response equipment, heavy machinery, communications equipment, first aid, generators, etc. Is there a Regional Resource List that could be used to identify resources from collaborating institutions?
- When identifying resources such as personnel and equipment, if the facility or jurisdiction does not have access to resources to manage the necessary response consider the use of Memoranda of Understanding (MOU) or Mutual Aid Agreements (MAA) to fill gaps. [9]

> *In the above example with ABC Sanctuary, if they had talked with XYZ Zoo during the planning process, they might have realized that XYZ Zoo has a water tanker truck that could be used in an emergency to bring water in until a new well was drilled.*

> *Identification of resources on a local and sometimes regional scope will be very beneficial.*

Identify Information and Intelligence Needs

Assembling plans, documents or policies that a facility currently has will be important fact finding that should be done prior to writing or re-writing plans.

- Existing evacuation plans, fire protection plans, safety and health plans, environmental policies, building schematics, security procedures, closing policies,

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[9] For more information about MOU/MAA, see the MOU/MAA Annex

hazmat plans, etc. These documents will assist FCPs and stakeholders in drafting their plans and identifying gaps in knowledge about the facility.
- Insurance policies finance and purchasing agreements, capital improvement plans, etc.
- Employee manuals, Union contracts, employee benefits contracts
- Existing Mutual aid agreements or Memoranda of Understanding

Step Five: Plan Preparation, Review and Approval

Write the Plan

This is the step in the planning process where all the background research done in steps 1-4 leads to the writing of the plan. The FCP should develop a rough draft of the plan, making sure that it is in a format that is agreeable, when appropriate, **with the local jurisdictional emergency managers that should be part of your team**. This will allow for easier integration of the facility's plan into local emergency management structure. Some suggestions for writing the plan include:
- Keep language simple: checklists, maps and flowcharts may be very helpful
- The amount of detail in the plan itself will depend on many factors, including the recommendation and requirements of local emergency management, where appropriate.
- Format your plan so contents are organized, and information can be quickly located.
- **The plan itself need not include every detail of facility Standard Operating Procedures (SOPs) or Standard Operational Guidelines (SOGs). This level of detail may be more than is necessary in an emergency plan.** That information may be kept elsewhere and may not be of interest to jurisdictional emergency planners.

Core plan elements vs. attachments or appendices:
FCPs and the entire planning team may find it more efficient to divide up the plan into a basic plan and attachments, as the ZBPWG did when developing these documents. The basic plan components are shown above. The attachments should include items such as:
- Contact/call-down lists
- Resource lists
- Checklists and forms
- Operational procedures and guidelines
- Other information that may be appropriate, such as maps, etc

Modeling your plan after other plans:
Plans from similar facilities may be useful in crafting language and format for a sound plan that could work for your facility.   **One word of warning, however, is that a nicely**

written plan does not replace the planning process. While good ideas and concise wording is valuable, simply changing the names on a plan is unlikely to achieve the stakeholder engagement and buy-in that is so critical to effective emergency planning. Your plan is a framework that guides the action of the responsible parties and their supporting partners. **It is not a detailed tactical plan that will predict every situation.** A facility's ability to work through a disaster is made possible through planning, and the plan is just a way to document that process.

Review the Plan

Each facility will have its own plan approval process. The plan may also need to address specific accreditation requirements (AZA, GFAS, etc.). Owners or a Board of Directors may act as the official approving body in some cases. For facilities owned or operated for local jurisdictions, the plan will likely need jurisdictional approval as well, possibly from the elected leaders, such as County Commissioners, or Mayor. For that reason, it's always better to create a clear and concise base plan for the appropriate authority to approve. Additional details and supporting information that does not require their approval should be provided through attachments to the plan as described above.

Each FCP must ask themselves the following question: "Have I engaged all the appropriate stakeholders and resources in developing our plan and integrating that plan (when appropriate) with the jurisdictional emergency operations plan?" If the answer is yes, you have made a good start. If the answer is "no" or "I don't know", then there is much more work to do.

Questions that should be considered when plans are being reviewed are:
- Are the plans **adequate**? For both emergencies and scalable for disasters? Were the specific tasks identified that meet the facilities' operational priorities?
- Are plans **feasible**? Can you acquire the resources required for a planned response?
- Are the plans **acceptable**? Can the facility carry out the emergency plans without incurring excessive risk to staff, visitors or first responders?
- Are the plans **complete**? Are all appropriate tasks identified, responsibility for carrying out the tasks assigned?

Approve and Disseminate the Plan

Once a plan has been written, it should be approved by senior facility officials, and passed thru the appropriate jurisdictional authority for their approval. A facility should consider maintaining a list of people, organizations, municipalities, etc. that have a copy of the plan.

Step Six: Plan Implementation and Maintenance

Training

During and after plan development, keep in mind that it is <u>essential</u> for facilities to train their personnel so they have the skills, knowledge and ability to perform the tasks required of them to implement the plans. It is not necessary that every staff member be trained on every part of an emergency plan. For additional information on training, see the **Training Annex.**

Exercise the Plan

To evaluate the effectiveness of the plan, table-top exercises, scenarios, training events and actual incidents (and how the plan actually worked) will help to determine the usefulness of the plan. ''After-Action Reports" should be performed after an incident, or exercise.   This is a retrospective analysis should be performed by the FCP; this may indicate the need for plan modification, the need for additional staff training to respond to an incident, or other gaps in planning.

Review, Revise and Maintain the Plan

As various components of the plan are implemented, either by responding to emergencies or in the process of table-top exercises, plans can evolve as lessons are learned, priorities change, or new equipment is added to the facility.   Establish a timeline for reviewing and updating the plan: at least once yearly. The plan should also be revisited after a major incident, a change in facility policy or personnel, a change in elected officials, or with new or amended laws or ordinances with impacts on emergency situations.

<u>**Appendix I**</u>

<u>**BASICS OF FEDERAL, STATE, AND LOCAL EMERGENCY PLANNING**</u>

As stated previously, any written plans and the planning process itself often requires participation of local jurisdictional planners and emergency personnel such as local police and fire to create useful facility plans. These agencies must create their plans for community emergencies within specific governmental frameworks. **This is a brief introduction to terms any FCP may encounter during the planning process when working with jurisdictional emergency managers who may be very familiar with these terms.**

National Incident Management System (http://www.fema.gov/emergency/nims/)
The *National Incident Management System* (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. NIMS includes five major components:
1. Preparedness
2. Communications and Information Management
3. Resource Management
4. Command and Management
    a. Incident Command System (ICS)
    b. Multi-Agency Coordination Systems (MACS)
    c. Public Information
5. Ongoing Management and Maintenance

National Response Framework (http://www.fema.gov/emergency/nrf/)
The *National Response Framework (NRF)* enables all response partners to prepare for and provide a unified national response to disasters and emergencies – from the smallest incident to the largest catastrophe. The *Framework* defines the key principles, roles, and structures that organize the way we respond as a Nation. It describes how communities, tribes, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. This document describes who is 'in charge' of a given incident, and which groups or agencies play a supporting role.

Emergency Support Functions Annexes (ESF)
(www.fema.gov/pdf/emergency/nrf/nrf-esf-intro.pdf)

The National Response Framework describes the types of resources needed to respond to various emergencies via the ESF Annexes. The resources and equipment needed to respond to emergencies in wildlife facilities would primarily be provided thru *ESF #11 Agriculture and Natural Resources*. The Animal and Plant Health Inspection Service coordinates ESF #11 for United States Department of Agriculture and the Department of Interior.

National Integration Center's Animal Emergency Response Working Group (AERWG) products: The AERWG has been at work for several years and has created a list of 15 job titles and descriptions to support credentialing efforts. The credentialing process entails the objective evaluation and documentation of an individual's current certification, license, or degree; training and experience; and competence or proficiency to meet nationally accepted standards, provide particular services and/or functions, or perform specific tasks under specific conditions during an incident. These job titles will provide a foundational element for future job titles and resource typing (see below). Animal Emergency Management is a relatively young discipline and the job titles are not comprehensive and certainly Federal agencies, States, Territories, Tribal Nations, local jurisdictions and nongovernmental organizations may need to create additional job titles to meet their specific needs. Information on AERWG job titles can be found at:

(http://www.fema.gov/emergency/nims/ResourceMngmnt.shtm#item3)

Appendix II

Glossary - The Emergency Management field has many unique terms that are not necessarily familiar within the animal management community. The following are terms, many of which are used in these documents.   Others are seen in material that has been provided for reference.

After-Action Report: a retrospective analysis of what happened during an incident or training exercise. This report will serve as the basis for improvement in response and training for the next incident.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Animal Emergency Manager: refer to those individuals who possess some, if not primary responsibility for creating jurisdictional plans that encompass animal issues.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision-making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Contingency Plan: a written guide to assist a facility in dealing with an accident, emergency or catastrophic event. Also described as emergency plans, response plans, etc.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

Donations Manager: An individual responsible for coordinating the intake and distribution of goods following a large scale disaster.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement. There are interstate EMACs that provide for veterinary support in certain incidents.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, sub state regional, and local governments, NGOs, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

Emergency Recovery Team: a group of individuals who will be ultimately responsible for the direction of recovery efforts following an incident or disaster that threatens the viability of the facility.

Emergency Response Team: team of individuals who is responsible for staying on grounds to care for animals during a short or long term disaster situation. See Administration Annex for a suggested make up of this response team.

Emergency Support Functions (ESF) :   These are grouping functions most frequently used to provide Federal support to States and Federal-to-Federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.   Different ESFs are responsible for different needs: ESF #11 – bears primary responsibility for Agriculture and Natural Resources**.** (for more information see http://www.fema.gov/pdf/emergency/nrf/nrf-esf-intro.pdf **)**

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Facility Incident Commander (FIC): The person who takes the lead in emergency or disaster response for a facility. Note that this is a role, not necessarily a person. A facility may have several designated FICs, depending on the emergency. A plan should designate who the FIC should be for the facility, and in what circumstance. (i.e. a veterinarian may be the FIC in an animal incident, while the Physical Plant Manager might be the FIC in a power outage).

First Responder: Local and nongovernmental police, fire, and other emergency personnel who, in the early stages of an incident, are responsible for the protection and preservation of life, property, evidence, and the environment. This includes emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from Federal, State, local, tribal, territorial, or nongovernmental organizations.

Hazard: Something that is potentially dangerous or harmful.

Hotwash: A military term that describes the evaluation of training exercises after the completion of the exercise.

Incident: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an 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 Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide 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.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Information Officer: the point person responsible for providing information to media and public during an emergency situation

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Likelihood: the probability that something will occur

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Managed Wildlife: Species that are not domesticated, being cared for/housed/rehabilitated in a captive setting.

Managed Wildlife Facility: Exhibitors or other such entities which care for wildlife; i.e.; sanctuaries, zoos, rehabilitation facilities, game ranches, animal entertainment facilities, etc.

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under a Unified Command.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment

National Response Framework: A guide to how the Nation conducts all-hazards response.

Off-Grounds Emergency Coordinator: the person responsible for contact and coordination off site during an emergency.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the *National Incident Management System*, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore an affected area or community.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Security Services: a group of individuals, either employees of a facility or contracted by the facility to provide any manner of security-based services

Situation Report: A daily report giving status updates during a disaster response or during a simulated training exercise such as a tabletop or drill.

Staging Area: Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Stakeholders: any group, organization, association or individual who has an interest or financial stake in the facility's operation: they may provide assistance or expertise in contingency plan development.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Appendix III

ACRONYMS   There are an endless number of acronyms are used by experts and agencies involved in emergency management. Here is a basic list of some that can be seen in these documents and in the references, as well as acronyms for stakeholder groups.

AAR	After Action Review
AAZV	American Association of Zoo Veterinarians
ACEP	Animal Care Emergency Programs (APHIS Animal Care)
ACO	Animal Control Officer
AEC	Area Emergency Coordinator (APHIS Veterinary Services)
AEM	Animal Emergency Manager
AEOC	APHIS Emergency Operations Center (APHIS/USDA, Riverdale, MD)
AHA	American Humane Association
APHIS	Animal and Plant Health Inspection Service (USDA)
ARC	American Red Cross
ASAR	Animal Search and Rescue
ASPCA	American Society for the Prevention of Cruelty to Animals
AVMA	American Veterinary Medical Association
AVMF	American Veterinary Medical Foundation
AWA	Animal Welfare Act
AWIC	Animal Welfare Information Center
AZA	Association of Zoos and Aquariums
AZFA	Aquarium and Zoo Facilities Association
BNICE	Biological, nuclear, incendiary, chemical and explosive) replaced by **CBRNE**
CART	County (or Community) Animal Response Team
CBRNE	Chemical, biological, radiological, nuclear and explosive
CCC	Citizen Corps Council
CDC	Center for Disease Control and Prevention
CEAH	Centers for Epidemiology and Animal Health
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CFSPH	Center for Food Security and Public Health, Iowa State University
CIKR	Critical Infrastructures and Key Resources
COA	Course of Action

COG	Continuity of Government
CONOPS	Concept of Operations
CONPLAN	Concept Plan
COOP	Continuity of Operations
CP	Command Post
CPG	Comprehensive Preparedness Guide
DEOC	Department Emergency Operations Center
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DOT	U.S. Department of Transportation
DRG	Disaster Recovery Group
EARS	Emergency Animal Rescue Service (part of United Animal Nations)
EAS	Emergency Alert System
EM	Emergency Management
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact (multi-state mutual aid)
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESF	Emergency Support Function
ESF#11	Federal Emergency Support Function #11, Agriculture and Natural Resources
FAAT	Federal Emergency Management Agency (FEMA) Acronyms, Abbreviations, and Terms
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
FPC	Facility Contingency Planners
FSIS	Food Safety Inspection Service (USDA)
GIS	Geographic Information System
HAZMAT	Hazardous Material(s)
HAZUS-MH	Hazards U.S. Multi-Hazard
HIRA	Hazard Identification and Risk Assessment
HHS	Department of Health and Human Services
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
HSUS	Humane Society of the United States
IAEM	International Association of Emergency Managers
IAP	Incident Action Plan; Initial Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System

IMAT	Incident Management Assistance Team
IOF	Interim operating facility (pre-JFO coordination location, see below)
JFO	Joint Field Office (FEMA coordination location)
JIC	Joint Information Center
LEOC	Local Emergency Operations Center
LEOP	Local emergency operations plan
LEPC	Local Emergency Planning Committee
LL	Lessons Learned
LLIS	Lessons Learned Information Shared (llis.gov Web site)
MAA	Mutual Aid Agreement
MAC	Multi-agency coordination
MACC	Multiagency Coordination Center
MACS	Multiagency Coordination System
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
NACCHO	National Association of City and County Health Officials
NAHEMS	National Animal Health Emergency Management System
NAHERC	National Animal Health Emergency Response Corps
NASAAEP	National Alliance of State Animal and Agricultural Emergency Programs
NEMA	National Emergency Management Association
NGO	Non-governmental organization
NIMS	National Incident Management System
NIOSH	National Institute for Occupational Safety and Health
NOC	National Operations Center
NPG	National Preparedness Guidelines
NPS	National Planning Scenarios
NRCC	National Response Coordination Center
NRF	National Response Framework
NRP	National Response Plan
NVOAD	National Voluntary Organizations Active in Disasters
NVRT	National Veterinary Response Team
OIE	Office International des Epizooties (World Animal Health Organization)
OPLAN	Operations Plan
OSHA	Occupational Safety and Health Administration
PDA	Preliminary Damage Assessment
PE	Preparedness Estimate
PHS	Public Health Service
PHS Policy	The Public Health Service Policy on Humane Care and Use of Laboratory Animals
PIO	Public Information Officer
REPP	Radiological Emergency Preparedness Program

ROSS	Resource Ordering and Status System	
RRCC	Regional Response Coordination Center	
RRP	Regional Response Plan	
SART	State Animal Response Team, State Agricultural Response Team, State Animal Resource Team – considered a generic term for any similar state program. Specific if used with state abbreviation (e.g. TX SART, CO SART, PA SART, NC SART, etc.)	
SBA	Small Business Administration	
SCO	State Coordinating Officer	
SERC	State Emergency Response Commission	
SOG	Standard Operating Guidelines	
SOP	Standard Operating Procedure	
TCL	Target Capabilities List	
U.S.C.	United States Code	
UC	Unified Command	
USAHA	US Animal Health Association	
USAHA CAEM	US Animal Health Association Committee on Animal Emergency Management	
USDA	US Department of Agriculture	
USGS	U.S. Geological Survey	
UTL	Universal Task List	
VIPS	Volunteers in Police Service	
VMAT	Veterinary Medical Assistance Team (AVMA)	
VMO	Veterinary Medical Officer	
VOAD	Voluntary Organization Active in Disaster	
VS	Veterinary Services (APHIS)	
WISER	Wireless Information for System for Emergency Responders	
WMD	Weapons of Mass Destruction	
ZBPWG	Zoo Best Practices Working Group for Disaster Preparedness and Contingency Planning	

Appendix IV

PLANNING RESOURCE LIST

Agencies

Certain Federal agencies and departments have been created whose purpose is to prepare for, and to respond to disasters and assist with mitigation and recovery. The most well-known of these are listed below, along with web links. These sites are full of information that could prove useful in understanding the structure of emergency management in the US.

Department of Homeland Security: www.dhs.gov

Federal Emergency Management Administration: www.fema.gov

Citizen Corps: www.citizencorps.org
From the Citizens Corp website, *"Citizen Corps is   FEMA's grassroots strategy to bring together government and community leaders to involve citizens in all-hazards emergency preparedness and resilience."* Visit the website to see if there is a chapter active in your area to see if they could be considered a stakeholder in preparedness planning.

United States Department of Agriculture: www.usda.gov
The United States Department of Agriculture is primarily responsible for the enforcing the minimum standards for animal safety and welfare for licensed exhibitors through the Animal Welfare act.   Animal and Plant Health Inspection Service: http://www.aphis.usda.gov

United States Department of Agriculture Animal Care Emergency Programs
http://www.aphis.usda.gov/animal_welfare/ep/acep_more_info.shtml
This website provides a list of activities and links to USDA Animal Care Programs dealing with disaster preparedness and contingency planning. The proposed rule change to the Animal Welfare act can be accessed via this site.

Department of Health and Human Services: http://hhs.gov

US Public Health Service: http://www.usphs.gov/

Center for Disease Control and Prevention: http://www.cdc.gov/

Medical Reserve Corps: http://www.medicalreservecorps.gov/HomePage

Department of Defense: http://www.northcom.mil/

NASAAEP Best Practice Working Groups: www.NASAAEP.org

The National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP) has developed eight best practice working groups on animal emergency management. This project is supported by USDA APHIS and managed through a cooperative agreement with Iowa State University.   The National Animal Rescue and Sheltering Coalition (NARSC) and American Veterinary Medical Association are key partners in this effort, which includes many individual dedicated organizations and subject matter experts. The groups include:

- Animal Sheltering
- Animal Evacuation and Transportation
- Animal Search and Rescue
- Veterinary Medical Operations
- Animal Decontamination
- Planning and Resource Management (which developed this publication)
- Preparedness and Outreach
- Training