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All Animals – All Disasters

Introduction and Acknowledgements

Developing
A
Local All Disaster
Animal Evacuation and Sheltering
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
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INTRODUCTION TO THE ALL DISASTER ANIMAL EVACUATION AND EMERGENCY SHELTERING (ADAES) PLAN

This document and all supporting documents are meant to serve as guides to assist in the development of a local all disaster animal evacuation and emergency animal sheltering plan (Plan). The Plan is outlined in four corresponding sections:

- SECTION I:** The Planning Guide
- SECTION II:** Pre-Planning Resource
- SECTION III:** *Grab and Go Resource*
Developing a Local All Disaster All Animal Rescuing and Emergency Transportation Plan
- SECTION IV:** *Grab and Go Resource*
Developing a Local All Disaster All Animal Emergency Sheltering Plan

This manual is not intended to be the definitive guide to emergency animal evacuation or establishing an emergency animal shelter for owned and rescued animals. The reader/planner is encouraged to reference other sources and to gain other valuable knowledge through study courses applicable to the care and management of animals in disasters. The University of Illinois, The Institute of Government and Public Affairs and The Regional Institute for Community Policing assume no liability for the use of the information included here.

Section I: The Planning Guide is a summary of key topics and issues that should be included in a local all disaster all animal emergency rescue and sheltering plan as well as significant considerations for administrators. This document is written to serve as a guide for local Offices of Emergency Management staff (OEM), local Emergency Operations Centers (EOC), and local animal experts, advocates or first responders who are involved or should be involved in local emergency planning as well as any other relevant local, county, or state entities to use as a template for identifying, addressing, and incorporating animal welfare into local emergency operation plans (EOP).

Examples and additional resources are provided at the back of the document as well as in the *Grab and Go* packets and should be tailored to local communities with their logos and seals.

All documents may be duplicated without additional approval, with the exception of, as noted, on forms created by United Animals Nations (UAN). The National Animal Rescue and Sheltering Coalition (NARSC), agreed to utilize these forms during disaster deployment by member organizations. It is recommended that communities become familiar with these forms, embed them into community disaster plans and utilize them in times of local disaster. By becoming familiar and using these forms communities will be better prepared if assistance from national animal welfare resources are sought. Communities are required to seek simple permission from UAN to reprint and use these forms by calling (916) 429-2457.

Please Note: Examples are only suggestions and should be tailored to fit with local area needs and/or to comply with local ordinances, statutes and laws. Examples are not all inclusive.

The Planning Guide and corresponding *Grab and Go* packets will help to ensure that disaster preparation and response actions are compliant with the National Incident Management System. It is imperative that at a minimum the following be taken into consideration when developing an all disaster emergency evacuation and sheltering plan for animals:

- National Incident Management System (NIMS) and Incident Command System (ICS) <http://www.fema.gov/> and/or <http://www.fema.gov/emergency/nims/index.shtm>

The Incident Command System is a standardized tool for management of small or large emergency as well as other non-emergency situations such as community celebrations or demonstrations. It evolved following a series of catastrophic fires in California during the 1970s, when it was determined that **response problems were far more likely to result from inadequate preparedness and incident management than from any other single reason.**

The ICS is a key element of the National Incident Management System (NIMS). As stated in NIMS, “The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government – Federal, state, local, and tribal – as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.”

The Incident Command System (ICS) is critical to the success of emergency operations such as this. All managerial and volunteer personnel involved in an emergency animal shelter should be familiar with ICS.

ICS Review Document

<http://training.fema.gov/EMIWeb/IS/ICSResource/assets/reviewMaterials.pdf>

This 23-page document provides a concise description of the ICS including definitions, functions, organizational structure, position descriptions, etc.

ICS Training Materials and Opportunities -

http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Training.htm

The Emergency Management Institute (EMI) offers more than 40 independent study courses for people who have emergency management responsibilities and the general public. For most courses, you will need to download and print the materials. Others are interactive and can be taken directly over the internet on the NETC Virtual Campus. Courses are free-of-charge.

Classroom courses available from the FEMA Emergency Management Institute (EMI):

- ICS-100: Introduction to ICS (EMI Course Number: IS100)
- ICS-200: ICS for Single Resources and Initial Action Incidents (EMI Course Number: IS200)
- ICS-300: Intermediate ICS for Expanding Incidents (EMI Course Number: G300)
- ICS-400: Advanced ICS Command and General Staff—Complex Incidents (EMI Course Number: G400)

Independent study courses available from the FEMA

FEMA Independent Study Course List: <http://training.fema.gov/EMIWeb/IS/crslist.asp>

The course descriptions are taken from the FEMA website

FEMA Independent Study Program:

IS-10 Animals in Disaster, Module A: Awareness and Preparedness

The purpose of this course is two-fold. Module A is intended to increase awareness and preparedness among animal owners and care providers. It includes sections on typical hazards, how these affect animals and what can be done by responsible owners to reduce the impact of disasters. It is also intended to help animal owners, care providers and industries to better understand emergency management. Module A will heighten awareness of the special issues that emergency managers need to consider when incorporating animal-care annexes into their emergency operations plans.

FEMA Independent Study Program:

IS-11 Animals in Disaster, Module B: Community Planning

Module B is intended to guide emergency management officials and animal owners, care providers, and industries in preparing community disaster plans. The goal of Module B is to provide sufficient information for both groups to meet and develop meaningful and effective plans that improve the care of animals, their owners, and the animal-care industries in disasters. This course provides the basic background knowledge needed to develop a coordinated response to a disaster in which animals and their owners are affected. Further training with local or State emergency management programs is essential.

FEMA Independent Study Program:

IS-111 Livestock in Disasters

This independent study course is for farmers, extension agents, emergency managers and others who have interests in the livestock industry. It describes the various hazards that animals can face and how to mitigate them, as well as how to respond to an actual disaster. The livestock industry is a multi-billion dollar business that provides food for the American people as well as those overseas. It is important to insure our livestock are safe from hazards and will not suffer from the effects of hazards. This course can be downloaded from the Independent Study website and the test can be completed and submitted online.

FEMA Independent Study Program:

IS-100 Introduction to Incident Command System, I-100

ICS 100, Introduction to the Incident Command System, introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course

describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).

FEMA Independent Study Program:

IS-1 Emergency Manager: An Orientation to the Position

This independent study course provides an introduction to Comprehensive Emergency Management (CEM) and the Integrated Emergency Management System (IEMS). Included is an in-depth look at the 4 phases of comprehensive emergency management: mitigation, preparedness, response, and recovery. The text is accompanied by illustrations, diagrams, and figures. In most units, there are worksheets, exercises, and tasks to complete.

FEMA Independent Study Program:

IS-244 Developing and Managing Volunteers

This course is for emergency managers and related professionals working with all types of volunteers and coordinating with voluntary agencies. The course provides procedures and tools for building and working with voluntary organizations. Topics include:

- Benefits and challenges of using volunteers
- Building a volunteer program
- Writing job descriptions
- Developing volunteers through recruitment, placement, training, supervision and evaluation
- Coordinating with voluntary agencies and community-based organizations
- Special issues including spontaneous volunteers, liability, and stress

Related Courses: http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Training.htm

Incident Command System (ICS) 100 Training: Provides training on and resources for personnel who require a basic understanding of the Incident Command System (ICS).

Incident Command System (ICS) 200 Training: Provides training on and resources for personnel who are likely to assume a supervisory position within the Incident Command System (ICS). The primary target audiences are response personnel at the supervisory level.

Introduction to the National Incident Management System (NIMS) (IS-700): Provides training on and resources for the National Incident Management System (NIMS). NIMS provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents.

Introduction to National Response Framework (NRF) (IS-800): Provides training on and resources for the National Response Framework (NRF). The NRF

- Guides how the nation conducts all-hazards incident response
- Builds upon the National Incident Management System (NIMS) with its flexible, scalable, and adaptable coordinating structures
- Aligns key roles and responsibilities across jurisdictions
- Links all levels of government, private sector, and nongovernmental organizations in a unified approach to emergency management

The NRF is predicated on the National Incident Management System, or NIMS. Together the NRF and the NIMS provide a nationwide framework for working cooperatively to prevent or respond to threats and incidents regardless of cause, size, or complexity. It is always in effect and can be partially or fully implemented. The NRP coordinates Federal assistance without need for formal trigger and eliminates *Incident of National Significance*.

- Pets Act of 2005

The screenshot shows the White House website's news release page. At the top, there is a navigation bar with links for 'PRESIDENT | VICE PRESIDENT | FIRST LADY | MRS. CHENEY | NEWS', a search bar, and a 'Search' button. Below this is the White House logo and the text 'THE WHITE HOUSE PRESIDENT GEORGE W. BUSH'. The main content area features a breadcrumb trail 'Home > News & Policies > October 2006' and a 'Printer-Friendly Version' link. The headline reads 'President Bush Signs H.R. 3858, the "Pets Evacuation and Transportation Standards Act of 2006"'. The text of the release states: 'On Friday, October 6, 2006, the President signed into law: H.R. 3858, the "Pets Evacuation and Transportation Standards Act of 2006," which amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure that State and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.' The release concludes with '###'. A sidebar on the left contains an 'IN FOCUS' section with various policy areas and a 'News' section with links to 'Current News', 'Press Briefings', 'Proclamations', 'Executive Orders', and 'Radio'. A 'News by Date' section lists months from June 2007 to January 2007.

Retrieved from: <http://www.whitehouse.gov/news/releases/2006/10/20061006-15.html>

- Current local Emergency Operations Center organizational structure and procedures
- Local Incident Action Plan (for evacuation and deployment during an incident, for the next 72 hours and for duration of the incident).
- Local, state and federal ordinances, statutes and laws related to disaster response and animal welfare.

Local concepts of operations major components addressing animal issues in times of disaster (detailed in the Planning Guide and *Grab and Goes*) should include but are not limited to:

- Animal evacuation and transportation
- Animal intake and documentation
- Animal triage and medical care
- Animal quarantine
- Animal facility disinfection/sanitation
- Animal facility and personal safety and security
- Emergency animal shelter operational plans
- Animal tracking during operations and deactivation of an animal emergency shelter
- Animal and owner reunification
- Animal disposition upon emergency shelter deactivation
- Animal waste removal/disposal
- Animal emergency shelter volunteer management
- Animal emergency shelter public information and media relations
- Animal shelter donations management (material and monetary)

It is anticipate that those responsible for developing the local incident command system (ICS) and emergency operation plan will be familiar with all sections of the document; however, the complete document has been designed to be delegated to individuals and / or teams within their area of expertise to incorporate into existing emergency plans, plan in detail for, exercise and finally implement when it becomes necessary.

SECTION I: *The Planning Guide*

This section provides broad assumptions and planning factors for consideration and general concepts of operations for emergency operations planners who will be leading the integration of animal welfare into local incident command systems and emergency operation plans.

SECTION II: *Pre-Planning Resource*

Resilient communities begin with prepared individuals, families, the private sector and public leadership all engaged together in planning efficient response to disasters as it relates to the health, welfare and safety of their communities including all animals. This pre-disaster planning resource provides community leaders with the means to systematically identify, organize and utilize resources; thus being better prepared during times of crisis.

SECTION III: *Grab and Go Resource*

Developing a Local All Disaster All Animal Rescuing and Emergency Transportation Plan is intended to be use by those individuals and trained teams that will be involved with the planning for, exercise and implementation of animal rescue, transportation and relocation in coordination with the local ICS and emergency animal shelter.

SECTION IV: *Grab and Go Resource*

Developing a Local All Disaster All Animal Emergency Sheltering Plan is intended to be use by those individuals and teams that will be involved with the planning for, exercise and implementation of emergency animal sheltering in coordination with the local ICS and trained disaster animal rescue teams.

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The Regional Institute for Community Policing acknowledges the contributions of the following organizations towards the compilation of this manual:

Illinois Department of Agriculture
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The American Society for the Prevention of Cruelty to Animals (ASPCA)
The Animal Center, Marion County, Ocala, Florida
The Humane Society of the United States (HSUS)
The National Animal Rescue and Sheltering Coalition (NARSC)
The New Jersey Department of Agriculture
The United States Department of Agriculture

The members of the Animal Rescue and Restore National Project Advisory Committee (NPAC) provided significant guidance in the development of the All Disaster Animal Evacuation and Emergency Sheltering Plan. Without their insight, and willingness to donate time and energy to ensure the accuracy and quality of the document, this national resource would not have been possible.

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SECTION I

All Animals – All Disasters Planning Guide

Developing A Local All Disaster Animal Evacuation and Sheltering Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
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PLANNING GUIDE FOR AN

ALL DISASTER ANIMAL EVACUATION AND EMERGENCY SHELTERING PLAN

I. INTRODUCTION

A. PURPOSE:

The purpose of this document is to provide guidance for developing a local animal evacuation and emergency sheltering plan that is cohesive with the local Emergency Operation Plan (EOP) and ensures the coordination of standardized preparedness, response and recovery efforts that affect the health, welfare and safety of **all animals in all disasters**.

This document will provide guidance for the coordination of animal evacuations and sheltering, providing animals adversely affected by disasters adequate transportation and relocation, emergency medical care, temporary, shelter, food and water; as well as, identification protocols and procedures for the return to their owner.

A coordinated, well organized plan is imperative for an effective disaster response.

SEE ATTACHMENT:

1. Pets Act
2. Example of Local Purpose

B. ASSUMPTIONS AND PLANNING FACTORS:

- A. Any disaster will have adverse effects on the jurisdiction's public health and welfare including its animal population.
- B. Animal shelters may need to be quickly established and staffed during disaster situations and continue for extended periods post-disaster.
- C. Residents with companion animals frequently will choose **not** to evacuate rather than leave animals behind, unless arrangements have been made for the care of their animals.
- D. Well organized evacuations of animals will streamline the evacuation of people.
- E. Some populations of residents with animals will need assistance during evacuations.
- F. Some evacuees with companion animals will relocate with friends, relatives, or go to a pet friendly hotel, rather than go to a public shelter.
- G. Communities will incorporate the Pets Act of 2005 into emergency operations plans, or that jurisdiction will fail to be NIMS compliant.

SCOPE: The local animal evacuation and emergency sheltering plan should address all four phases of emergency management: mitigation, preparedness, response, and recovery as they relate to animal issues in times of disaster.

Pre-disaster planning (mitigation and preparedness) is the most essential aspect of effective disaster response and recovery. During a disaster many unapparent issues will arise. Think outside of the box while in pre-disaster planning.

SEE ATTACHMENT:

3. The Four Phases of Emergency Management

II. CONCEPT OF OPERATIONS

Planning Stage

A. Creation of a Local Animal Emergency Response Team

- Create a Local Animal Emergency Response Team (LAERT) to aid in animal disaster planning and the development of an ADAES Plan compatible with the local EOP that addresses both animal evacuation and emergency animal sheltering. This team should be comprised of local animal experts, animal welfare groups and other volunteers. Some collaborative members may include but are not limited to staff from animal control, animal shelters, department of agriculture and veterinarian offices. The LAERT should be well integrated into existing disaster mitigation, preparedness, response and recovery efforts.
- Many animal welfare organizations provide certified trainings for LAERTs. Utilize existing trainings and other informational seminars to create an effective LAERT.

SEE ATTACHMENTS:

4. National Animal Welfare Organizations and Support Organizations

5. Additional Websites with Related Resources

B. Conditions in which an animal evacuation will be necessary

There are several possible scenarios of evacuation depending on the type or extent of the disaster and/or emergency.

- General evacuation:** large scale relocation of people, pets, exotic animals, livestock, zoo animals and other non-traditional and captive animal populations.
- Limited evacuation:** smaller relocation of people, pets, exotic animals, livestock, zoo animals, and other non-traditional and captive animal populations.
- Geographically targeted evacuation:** relocation of larger animals housed in production facilities, zoo dwellings and other non-traditional or captive animal populations.
- Specialty evacuation:** search, rescue and relocation of left behind pets and strays.

Dependant upon the area's resources and the type and magnitude of a disaster, various methods of safe and secure evacuation transportation for animals and humans will need to be taken into consideration and strategies developed during pre-disaster planning.

1. Planning Considerations for an All Animal - All Disaster Evacuation

- **Plan for all disasters (natural or man-made).** Strategize by analyzing past disasters, vulnerable infrastructure and geographical aspects of the local area. Does the area have: chemical or power plants, a history of flooding, wildfires, earthquakes, volcanoes, tornadoes, hurricanes? Could the area encounter bio- or agro-terrorism? Examine past disaster response efforts to determine what evacuation routes might be most preferable in certain situations. Identify potential supply routes (incoming and outgoing), the best modes of transportation in certain situations, search and rescue routes, how large animals will be relocated, how humans and animals can be co-evacuated and how all evacuations will be coordinated with the EOC and others providing vital services to those affected by the disaster.

SEE ATTACHMENTS:

- 6. Disaster Events Worksheet**
- 7. Vulnerable Infrastructure Worksheet**

- **Identify local area's features and resources.** Conduct an animal census (how many people own animals, how many farms, types of farms, how many zoos, animal production facilities, animal shelters, breeders, wildlife sanctuaries, exotic pet populations, etc.

Identify how many assisted living facilities, group homes, homeless shelters and areas of the community (universities, colleges, and economically challenged residents) with a higher concentration of individuals who do not have access to personal transportation and rely on mass transit systems.

Also take into consideration the need for mass transportation required for specialized transport of incarcerated individuals or hospital and hospice patients.

Identify local supply resources, available communication systems, volunteer capacity, etc.

SEE ATTACHMENTS:

- 8. Local Animal Census Worksheet**
- 9. Targeted Evacuation Census Worksheet**
- 10. Targeted Evacuation Census Worksheet**

- **Identify factors for evacuation.** Identify what factors would mandate an evacuation. Determine the minimum number of households and/or animal populations affected due to a disaster to activate the ADAES Plan.

SEE ATTACHMENTS:

- 11. Factors Mandating Evacuation and Local Activation Worksheet**

- **Identify evacuation transportation options.** Depending upon the disaster, a variety of evacuation methods may have to be employed. Transportation vehicles should be coordinated and secured through memoranda of understanding (MOU) with various public and private organizations during pre-disaster planning. Plan for a variety of evacuation possibilities. **The evacuation of animals along with their owners will aid in streamlining the evacuation process.** Take into account the evacuation of elderly,

handicapped, or mobility impaired populations and their animal, as well as, the evacuation and secure transport of livestock, exotic animals and other captive animal populations.

SEE ATTACHMENTS:

- 12. Transportation Options Worksheet**
- 13. Animal Evacuation Routes Worksheet**
- 14. Potential Emergency Animal Evacuation Vehicles**
- 15. Certified Vehicle or Machine Operators**
- 16. Loading Plan Worksheet**

- **Secure supplies and equipment.** Different supplies and equipment will be needed for different disaster situations. Animal transportation vehicles may include buses, trucks, trailers, semis, boats and other small watercrafts. Specialized vehicles and supplies for animal transport should accommodate both large and small animals and be secured through a MOU during pre-disaster planning in order to ensure safe, secure and humane animal transport standards are met.

SEE ATTACHMENTS:

- 17. Animal Supply Contact List Worksheet**
- 18. Animal Supply and Equipment Master List**
- 19. Animal Evacuation Supply Contact List Worksheet**
- 20. Evacuation and Transportation Supplies Checklist**
- 21. On-Site Non-Perishable Supply and Equipment Inventory for Emergency Animal Shelter**
- 22. On-Site Perishable Supply and Equipment Inventory for Emergency Animal Shelter**
- 23. Off-Site Perishable Supply and Equipment Inventory for Emergency Animal Shelter**
- 24. Off-Site Non-Perishable Supply and Equipment Inventory for Emergency Animal Shelter**
- 25. Emergency Animal Evacuation and Transportation Supply & Equipment Request Form**
- 26. Emergency Animal Evacuation and Transportation Supply and Equipment Inventory Form**
- 27. Emergency Animal Supply & Equipment Request Form**
- 28. Emergency Animal Care Veterinary Triage & Medical Care Supply & Equipment Order Form**
- 29. Emergency Animal Shelter Veterinary Triage & Medical Care Supply & Equipment Inventory Form**

- **Identify how evacuations, search and rescue operations will be conducted.** Initial evacuations and search and rescue of animals (with or without) their owners should be coordinated with the EOC, emergency responders and any other affiliated organizations (i.e. animal welfare organizations) to ensure resources are used to their fullest potential and efforts are not duplicated.

SEE ATTACHMENTS:

- 30. In Field Animal Tag SOG**
- 31. In-Field Animal Tag**
- 32. Notice of Rescued Animal SOG**
- 33. Notice of Rescued Animal**
- 34. Emergency Animal Evacuation Position Worksheet**

- 35. Certified Vehicle or Machine Operators
- 36. Vehicle and Equipment Sign In / Sign Out
- 37. Animals in Load List for Drivers
- 38. Emergency Contact Information for Transport Personnel
- 39. Procedures Prior to Loading and Transport of Animals

- **Determine how effective interagency coordination and communication will be achieved.** Coordinated communication between all branches of the EOC is imperative. The LAERT Director or designee should be an intricate part of the EOC disaster response planning. Emergency responders who are evacuating and transporting, animals and humans need to be in constant contact with the All Disaster Animal Shelter and the EOC. Determine how situation updates and information will be shared between members of the EOC, ADAS and the community.

C. Conditions under which an All Disaster Animal Shelter will be activated and what/how services will be effectively coordinated and delivered to the animals admitted.

2. Planning Considerations for an All Disaster Animal Shelter (ADAS)

- **Identify sheltering options.** Decide on what type of shelter will best fit the local area's needs. There are various ways to approach the sheltering of animals. People and their animals can be sheltered together. People and animals can be sheltered separately but in the same facility. People and animals can be sheltered in completely separate facilities. It is recommended, that if there is a separate animal facility, the ADAS should be constructed in close proximity to the people shelters. Having animal owners involved in the daily care of their pets is highly beneficial for both ADAS staff, the animals and their owners. Separate housing for livestock, exotic and other captive animal populations may also be needed.

Depending on the type of disaster, there could be people that choose to shelter in-place with their animals. Consideration should be given to resources individuals and their animals may need during the recovery period, such as food and water.

- **Factors for ADAS activation.** Identify what factors would mandate the activation of the ADAS. From the animal population assessment, determine the minimum amount of animals and/or percent of animal population or households affected that would constitute an ADAS activation. Community leaders, animal sheltering experts, the American Red Cross, veterinarians, animal welfare organizations, emergency planners and all others who are involved in disaster preparedness and response or are familiar with local animal issues should collaborate pre-disaster in planning and coordinating animal sheltering for times of disaster.

SEE ATTACHMENTS:

40. Initial Emergency Animal Shelter Activation Documentation Form

- **Coordinate and collaborate.** Private enterprises such as animal production facilities, zoos, wildlife rehabilitators, horse breed associations, auction markets, animal boarding facilities and slaughtering establishments should be encouraged to actively participate as an "other supporting" organization in an emergency response by providing predetermined donations or leasing of their equipment through MOUs developed during pre-disaster

planning. Additionally, MOUs should be agreed upon with local retailers and supply distributors such as PetSmart, PetCo, and any other relevant agencies encouraged to actively participate as other supporting organizations.

Non-for-Profit organizations and other animal welfare groups such as the American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators and United Animal Nations should be sought to actively participate during the pre-disaster planning.

Develop partnerships and coordinate with the American Red Cross and any other relevant agencies that can provide aid for human services including but not limited to: food and mental health services for ADAS staff and volunteers.

SEE ATTACHMENTS:

- 41. Organizations Who Can Provide Specialized Assistance**
- 42. Potential Emergency Animal Shelter Facilities**
- 43. Animal Welfare Groups Contact and Resource List**
- 44. National Animal Welfare Organizations and Support Organizations**
- 45. Additional Websites with Related Resources**
- 46. State Offices and Agencies of Emergency Management**
- 47. Veterinarians Contact List**
- 48. Production Animal Organizations and Businesses Contact and Resource List**
- 49. Non-Traditional Animals Organization and Businesses Contact and Resource List**
- 50. Referral Resources Contact List**
- 51. Checklist for Domestic Commercial Airline Shipments of Companion Animals**

- **Establish a chain of command and sound organizational structure for the ADAS operations prior to a disaster situation.** Develop flow charts that delineate the organizational chain of command. Identify essential staffing needs to effectively run an ADAS. Develop job descriptions and responsibilities for ADAS staff and volunteer positions. It is imperative that staff and volunteers are well informed about their specific responsibilities in ADAS functions.

SEE ATTACHMENTS:

- 52. FEMA NIMS/ICS Organizational Flow Chart**
- 53. Emergency Animal Shelter Organizational Flow Chart**
- 54. Emergency Animal Shelter Floor Layout**
- 55. Emergency Animal Shelter Floor Layout: LOGISTICS**
- 56. U.S. DHS - Federal Emergency Management Agency: Small Animal Sheltering Team**
- 57. U.S. DHS - Federal Emergency Management Agency: Large Animal Sheltering Team**
- 58. Emergency Animal Shelter Position Worksheet**

- **Identify buildings suitable for use as emergency animal sheltering facilities.** Identify possible sites for human shelters and or separate animal shelters facilities. Secure MOUs with property owners and seek legal consultation to develop a contract that can be agreed upon. Contract consideration should include but is not limited to: documenting facilities current condition; detailing the anticipated duration of use; responsibility for costs; including all utilities; necessary liability coverage; and expected condition of facility at

the time of deactivation. Facilities that may be taken into consideration for utilization include; warehouses (public and private), fairgrounds, parking ramps, garages, farms, existing animal care facilities (veterinarians and shelters), college campus facilities, schools and community gymnasiums.

SEE ATTACHMENTS:

- 59. Considerations for Emergency Animal Shelter Facility Selection**
- 60. Animal Shelter Site Initial Evaluation Assessment Form**

- **Determine holding capacities.** From the available and agreed upon ADAS sites determine the emergency sheltering facilities holding capacities and what will be done when that facility exceeds capacity. This should be planned for both large and small animal emergency sheltering facilities.

SEE ATTACHMENTS:

- 61. Local Emergency Animal Shelter Capacity Worksheet**

- **Establish procedures and protocols for the ADAS operations.** Procedures and protocols for an ADAS should be practiced prior to a disaster, so they are ready to be implemented when factors mandate the activation of the ADAS operation plan. Animal evacuation and sheltering operations are complex. It is important to identify critical areas that require extensive planning and organization. Some critical areas are identified below and should be a priority in pre-disaster planning.
 - **Disaster media relations.** Typically the ADAS Operational Shelter Director will appoint a Public Information Officer (PIO) to report information to the local EOC.

During pre-disaster planning the development of a standard community awareness message, social-norming messages and wide spread circulation of disaster mitigation and preparedness information concerning animals and their owners during a disaster to the general community is the responsibility of the local government in partnership with animal welfare organizations and should be a part of the local EOP. This step will help to lessen the need for emergency rescues and expedite individual and community recovery.

SEE ATTACHMENTS:

- 62. Guidelines for Disaster Media Relations**
- 63. Templates for Email Responses**
- 64. Disaster Preparedness Guidelines for Livestock Owners**
- 65. Disaster Preparedness Guidelines for Bird Owners**
- 66. Disaster Preparedness Guidelines for Horse Owners**
- 67. Media Contacts Poster**

- **Animal intake and documentation.** Procedures and protocols should be created to address animal intake and tracking beginning at the first point of contact with the animal (potentially search and rescue) and continue through owner reunification or evacuation fostering/relocation. Every animal should be tracked through a systemic in-take that would include, at minimum, a hard copy of all information with one copy remaining with the animal at all times. In-take information immediately collected should include but is not limited to: location /

area found, date and time of rescue, rescuer's name and affliction, photo of animal, animal's distinguishing characteristics and noticeable injuries; if available also include owner's name, address, and signed release form, animal's name, tag/registration numbers, and medical history. Continued documentation should include at minimum: medical treatment received, services rendered (feeding, watering, exercise, cage cleaning) and animal relocation information.

SEE ATTACHMENTS:

68. Animal Registration: Needed Team Resources and Procedures
 69. Guidelines for Animal Intake and Animal-Owner Reunification
 70. Lost Animal SOG
 71. Lost Animal Form
 72. Request for Animal Rescue SOG
 73. Request for Animal Rescue Form
 74. Animal Intake SOG
 75. Animal Intake Form
 76. Animal Daily Walking, Feeding & Cage Cleaning Schedule SOG
 77. Animal Daily Walking, Feeding & Cage Cleaning Schedule (Cage Card)
 78. Emergency Animal Shelter Liability Release Form
 79. Contact Information for Owner Seeking Lost Pet
 80. Medical Cost Agreement
 81. Policy on Local Adoption
 82. Contingent Adoption/Foster Care Agreement
 83. Important Information for Foster Families
 84. Questions for Potential Fosters to Ask Owners
 85. How to Find A Foster Home
 86. Owner-Foster Contract
 87. Emergency Animal Shelter Daily Animal Registration Log
 88. Emergency Animal Shelter Master Dog Registration Log
 89. Emergency Animal Shelter Master Cat Registration Log
 90. Emergency Animal Shelter Master Livestock Registration Log
 91. Emergency Animal Shelter Master Exotic Registration Log
 92. Emergency Animal Shelter Master Other Animal Registration Log
 93. Emergency Animal Shelter Temporary Animal Sign In/Out Log
 94. Emergency Animal Shelter Daily Data Collection Reporting Form
 95. Special Needs Animal Form
 96. Animal Records Duplication and Storage Instructions
 97. Guidelines for Animal Intake and Animal-Owner Reunification
 98. Organizational Flow Chart of Animal Documentation Processes
 99. Orientation for Volunteering Veterinarians and Veterinary Technicians
 100. Responsibilities of Volunteer Veterinarians
 101. Animal Admission SOP for Vaccines, Physical Exam and Micro-chipping
 102. Pre-Transfer Medical Release Form
 103. Release Form For Bite Quarantine Animal
- **Veterinary medical care, triage, and euthanasia.** A contact list of veterinarians and veterinarian staff; local and those in a radius of 100 miles who are willing to donate their time during disaster situations should be included in the animal evacuation and sheltering plan. Voluntary veterinary medical support, services and supplies should be solicited through MOUs prior to the onset of a disaster. All supplies and services provided should be documented into a master file. Each

medical service provided to a particular animal should be incorporated into that animal's individual file. Determine guidelines based upon animal expertise for daily/weekly animal health status checks. Responsibility to make sound triaging and euthanasia judgments should rest with qualified and experienced veterinarians as part of the Animal Triage Medical Care Team.

- **Animal quarantining.** Procedures should be established regarding both personnel working with contaminated and sick animals as well as procedures and protocols regarding decontaminating and animal reclassification back to the general animal population. Work with the state department of agriculture, CDC, or local HAZMAT Team to develop these protocols according to local laws and ordinances. These should be included in the animal evacuation and sheltering plan.
- **Disinfection and sanitation guidelines.** Develop written sanitation standards for the ADAS setting. Sanitization standards are imperative for maintaining animal and human health in shelter settings, especially in time of disaster. Minimum consideration for standard sanitation should include: facility, cage and individual animal cleanliness, cooling, heating, proper ventilation and disposal of animal waste products. It is equally important to create procedures and directions for disinfecting ADAS reusable general supplies and medial supplies. All sanitation standards, procedures and directions should be clearly posted for easy reference and contain information on what chemicals and cleaners should not be mixed, which ones need to be diluted, which ones are health risks for animals and humans. Develop a detailed volunteer training.

SEE ATTACHMENTS:

104. Cleaning Procedures- Dogs

105. Cleaning Procedures- Cats

- **Animal mortality management and waste disposal.** Depending on local resources and laws, animal carcass disposal may vary. Research the area's available and most feasible options. Coordinate the clean up, storage and removal of all animal fatalities and waste by-products in times of disaster with the EOC and local governments. Include all relevant information and standards regarding the disposal of animal waste and carcasses that applies to the local area into the animal evacuation and sheltering plan.
- **Coordinate animal facility and personnel safety protocols and procedures.** It is recommended that security personnel or volunteers performing in that capacity be present at the ADAS site. Have predetermined protocols that deal with animal owners who fail to comply with ADAS regulations and rules and may become a threat to others.

Consideration must be given to provide security to animals when disreputable individuals attempt to claim animals that are not theirs.

SEE ATTACHMENTS:

106. Emergency Animal Shelter Situation Report

107. Emergency Animal Rescue, Evacuation and Transportation Situation Report

108. Emergency Animal Shelter Regulations Pertaining to Owners

109. Emergency Animal Shelter Visitor Sign-In/Out Sheet

110. Visitor Identification Pass

- **ADAS animal care.** Minimum standards for animal feeding, watering, cage cleaning and exercise should be developed by qualified animal experts. Establish how these activities will be conducted, monitored and recorded. A form that will document these activities should be developed and incorporated into every animal's file.

SEE ATTACHMENTS:

111. General Structural Operations/Husbandry Requirements

112. Disaster Feed Guidelines for Livestock Owners

113. Individual Weekly Animal Care Log

- **Procedures and protocols for animal movement and tracking.** Animal tracking is imperative to reduce liability and ensure reunification with owners. Develop procedures, protocols and forms that address and document the movement and tracking of all animals in the ADAS. All animal movement should be recorded and incorporated into a master file as well as each individual animal's file. Procedures and protocols should be developed to include tracking of animal movement due to the need for extensive medical care that can not be provided by the ADAS or relocation to other animal shelters/fostering programs. A sound tracking system designed prior to a disaster situation is a must and will help to avoid possible litigation.

SEE ATTACHMENTS:

114. Emergency Animal Shelter Animal Transfer Form

115. Master List of Animal Transfers

- **Disposition of animals upon ADAS deactivation.** Develop guidelines and procedures for the disposition of all known, unknown and unclaimed animals that are still present at the ADAS upon deactivation. Be sure to include this information into the owner release form and publicize to the general community through appropriate channels as determined by the EOC/PIO.
- **Volunteer management in times of a disaster.** A contact list of affiliated local volunteers and those in a 100 mile radius should be compiled during pre-disaster planning. Identify areas that volunteers will be needed. Develop volunteer job descriptions, liability waivers, identification badges and termination protocols prior to a disaster situation. Understand local Good Samaritan laws and have signed waivers.

A Volunteer Coordinator should be appointed by the ADAS Operations Director and then be in charge of screening and interviewing all spontaneous volunteers as well as monitoring the active volunteer pool. Train all volunteers (affiliated or spontaneous) and document the training, it is an important part of risk-management. Keep in mind that local volunteers may be affected by the disaster and can't respond during the initial phase, therefore cross-training of volunteers during pre-disaster planning and practice is critical.

Volunteers should understand their specific roles and responsibilities as well as understand the chain of command and how they fit in. Procedures for

documenting and monitoring volunteer shifts should be devised. Determine how volunteer relief and shift changes will be conducted and recorded. Documentation of performance for future reference should be included in volunteer files.

SEE ATTACHMENTS:

- 116. Affiliated/Pre-Screened Volunteer Contact Information**
- 117. Emergency Animal Shelter Spontaneous Volunteer Application Form**
- 118. Volunteer Agreement and Release of Liability Waiver**
- 119. Emergency Animal Shelter Staff Shift Schedule**
- 120. Daily Staff Shift Sign-In/Out Log**
- 121. Staff Identification Badge**
- 122. Emergency Animal Shelter Volunteer Shift Schedule**
- 123. Daily Volunteer Shift Sign-In/Out Log**
- 124. Emergency Animal Shelter Affiliated / Prescreened Volunteer Master List**
- 125. Volunteer Identification Badge**
- 126. Emergency Animal Shelter Visitor Sign-In/Out Log**
- 127. Emergency Animal Shelter Visitor Identification Pass**

- **Utilization of monetary and material donation.** Establish a recording system to document monetary and material donations made to the disaster response efforts. **Document how the monetary donations are meant to be utilized as determined by the donor.** Document actual use including receipts and other pertinent information. Establish what position or positions will oversee material donations and their orderliness. Be prepared to utilize off-site storage for large donated shipments.

SEE ATTACHMENTS:

128. Daily Supply Receipt Form

- **Disasters and wildlife.** Typically, wildlife will not be part of the search and rescue efforts unless mass populations are in immanent danger. If this occurs then a relocation evacuation may be conducted by local wildlife rehabilitators and agencies such as the Department of Natural Resources, Animal Control, etc. that deal with wildlife on a normal basis. They should assume lead roles in dealing with the rescue and relocation of wildlife and therefore should be a part of the pre-disaster planning process. For the most part efforts are concentrated on saving natural habitats for future animal generations.

Special Note: Local community pre-disaster planning should take into consideration that community members might spontaneously rescue wildlife and bring them to the animal evacuation and sheltering plan.

- **ADAS Initial Notifications.** Consider multiple methods to communicate with staff and affiliated volunteers when factors warrant the activation of the ADAS. The animal evacuation and sheltering plan should include contact information for staff and affiliated volunteers as well as any agency that has offered to participate in animal disaster aid and response. The ADAS Operational Shelter Director will be responsible for initial opening and coordinating all ADAS activities with the EOC and other disaster response affiliates.

Special Note: Keep in mind that staff and local affiliated volunteers may be impacted by the disaster and therefore are unable to respond to the initial notification. Cross-training of staff and volunteers will help to alleviate the impact of this possible circumstance.

- **Coordinate communication pathways.** Ongoing effective communication needs to take place throughout the duration of the incident and existence of the ADAS. Consider multiple methods for communication. Effective communication will help to eliminate confusion and misunderstandings, while encouraging timeliness in response and promote safety. The animal evacuation and sheltering plan should be a functioning part of the overall local EOP's disaster communication plan. This effort will assist the ADAS to be in contact with emergency responders bringing in new animals, especially ones that may need immediate emergency medical treatment or volunteers in the field who need additional assistance.
- **Facility deactivation.** Determine the criteria and conditions under which an ADAS begins lessening the number of staff and volunteers needed and begins deactivation procedures.
 - Determine how this information will be coordinated with the OEM, EOC and others.
 - Determine how final reports, statistics and documents will be organized, evaluated and retained.
 - Determine the specific tasks to complete and coordinate during ADAS deactivation: remaining supplies relocation (*perishable and non perishable*), clean-up of facility and disposition of remaining animals.
 - Coordinate with the agency(s) responsible for the human shelter on alternate solutions for animal housing (pet friendly hotels, boarding kennels, etc.), for those people who will not be able to return to their homes with companion animals when a shelter closes.
- **Seek legal consultation.** Consult with an attorney concerning possible legal issues that may arise. Legal issues may include but are not limited to: volunteer management (spontaneous volunteers, volunteer injury, etc.), donation management (proper utilization of monetary and material supplies and equipment), animal transport (temperature, transport kennel or container, holding period, etc.), veterinary service (insurance, reimbursement), animal triage and euthanasia, animal/owner reunification, handling exotic and non-traditional animal populations.

SEE ATTACHMENTS: Legal Issues That Should Be Considered With Legal Council

SECTION II

All Animals – All Disasters Pre-Planning Resources

Developing A Local Animal All Disaster Animal Evacuation and Emergency Sheltering Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

Attachment Reference and Numbering List

1. Pets Act
2. Example of Local Purpose
3. The Four Phases of Emergency Management
4. National Animal Welfare Organizations and Support Organizations
5. Additional Websites with Related Resources
6. Disaster Events Worksheet
7. Vulnerable Infrastructure Worksheet
8. Example of Companion Animal Population Census
9. Local Animal Census Worksheet
10. Targeted Evacuation Census Worksheet
11. Factors Mandating Evacuation and Local Activation Worksheet
12. Transportation Options Worksheet
13. Animal Evacuation Routes Worksheet
14. Potential Emergency Animal Evacuation Vehicles
15. Certified Vehicle or Machine Operators
16. Loading Plan Worksheet
17. Animal Supply Contact List Worksheet
18. Animal Supply and Equipment Master List
19. Animal Evacuation Supply Contact List Worksheet
20. Evacuation and Transportation Supplies Checklist
21. On-Site Non-Perishable Supply and Equipment Inventory for Emergency Animal Shelter
22. On-Site Perishable Supply and Equipment Inventory for Emergency Animal Shelter
23. Off-Site Perishable Supply and Equipment Inventory for Emergency Animal Shelter
24. Off-Site Non-Perishable Supply and Equipment Inventory for Emergency Animal Shelter
25. Emergency Animal Evacuation and Transportation Supply & Equipment Request Form
26. Emergency Animal Evacuation and Transportation Supply and Equipment Inventory Form
27. Emergency Animal Supply & Equipment Request Form
28. Emergency Animal Care Veterinary Triage & Medical Care Supply & Equipment Order Form
29. Emergency Animal Shelter Veterinary Triage & Medical Care Supply & Equipment Inventory Form
30. In Field Animal Tag SOG
31. In-Field Animal Tag
32. Notice of Rescued Animal SOG
33. Notice of Rescued Animal
34. Emergency Animal Evacuation Position Worksheet
35. Certified Vehicle or Machine Operators
36. Vehicle and Equipment Sign In / Sign Out
37. Animals in Load List for Drivers
38. Emergency Contact Information for Transport Personnel
39. Procedures Prior to Loading and Transport of Animals
40. Initial Emergency Animal Shelter Activation Documentation Form
41. Organizations Who Can Provide Specialized Assistance
42. Potential Emergency Animal Shelter Facilities
43. Animal Welfare Groups Contact and Resource List
44. National Animal Welfare Organizations and Support Organizations
45. Additional Websites with Related Resources
46. State Offices and Agencies of Emergency Management
47. Veterinarians Contact List

48. Production Animal Organizations and Businesses Contact and Resource List
49. Non-Traditional Animals Organization and Businesses Contact and Resource List
50. Referral Resources Contact List
51. Checklist for Domestic Commercial Airline Shipments of Companion Animals
52. FEMA NIMS/ICS Organizational Flow Chart
53. Emergency Animal Shelter Organizational Flow Chart
54. Emergency Animal Shelter Floor Layout
55. Emergency Animal Shelter Floor Layout: LOGISTICS
56. U.S. Department of Homeland Security - Federal Emergency Management Agency: Small Animal Sheltering Team
57. U.S. Department of Homeland Security - Federal Emergency Management Agency: Large Animal Sheltering Team
58. Emergency Animal Shelter Position Worksheet
59. Considerations for Emergency Animal Shelter Facility Selection
60. Animal Shelter Site Initial Evaluation Assessment Form
61. Local Emergency Animal Shelter Capacity Worksheet
62. Guidelines for Disaster Media Relations
63. Templates for Email Responses
64. Disaster Preparedness Guidelines for Livestock Owners
65. Disaster Preparedness Guidelines for Bird Owners
66. Disaster Preparedness Guidelines for Horse Owners
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95. Special Needs Animal Form
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103. Release Form For Bite Quarantine Animal
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Special Note for Forms 30 – 33 and 70 – 77

The National Animal Rescue and Sheltering Coalition, NARSC, agreed to utilize these forms during disaster deployment by member organizations. It is recommended that communities become familiar with these forms, embed them into community disaster plans and utilize them in times of local disaster. By becoming familiar and using these forms communities will be better prepared if assistance from national animal welfare resources are sought. **Communities are required to seek simple permission from UAN to reprint and use these forms by calling (916) 429-2457.**

The Pets Evacuation and Transportation Act

The screenshot shows the White House website's news release page. At the top, there is a navigation bar with links for 'PRESIDENT | VICE PRESIDENT | FIRST LADY | MRS. CHENEY | NEWS', a search bar, and links for 'Your Government | History & Tours | Kids | E-mail | En Español'. Below this is the White House logo and the text 'THE WHITE HOUSE PRESIDENT GEORGE W. BUSH'. On the left side, there is an 'IN FOCUS' sidebar with a list of topics including Budget Management, Defense, Economy, Education, Energy, Environment, Gulf Coast, Health Care, Homeland Security, Immigration, Iraq, Medicare, National Security, Pandemic Flu, Patriot Act, and Veterans. The main content area features a breadcrumb trail 'Home > News & Policies > October 2006' and links for 'Printer-Friendly Version' and 'Email This Page'. The headline reads 'President Bush Signs H.R. 3858, the "Pets Evacuation and Transportation Standards Act of 2006"'. The text below states: 'On Friday, October 6, 2006, the President signed into law. H.R. 3858, the "Pets Evacuation and Transportation Standards Act of 2006," which amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure that State and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.' The text ends with '###'. There is also a 'White House News' logo on the right side of the main content area. At the bottom of the page, there is a 'News by Date' sidebar with a list of months from June 2007 to January 2007.

Retrieved from: <http://www.whitehouse.gov/news/releases/2006/10/20061006-15.html>

Example of Local Purpose Statement

The purpose of developing a local animal all disaster animal evacuation and emergency sheltering plan is to outline how _____ Community/County will coordinate the evacuation of animals and provide a safe environment for the housing of all animals (companion animals, service animals, production animals etc.) where medical care and other services can be effectively delivered to all animals that have been impacted by any disaster.

Planning and coordination assistance from a myriad of agencies will take place to ensure all available resources for an all disaster-all animal evacuation and emergency sheltering plan are pulled cohesively together so that _____ Community/County can respond to a disaster in the most effective and streamlined way possible.

Pre-Planning

The Four Phases of Emergency Management

Mitigation: includes any activities or actions that are conducted to prevent or reduce a disaster from happening, or it includes any actions taken to reduce the impact of a disaster. These actions should take place before and after disaster situations. Examples include but are not limited to: buying flood insurance, providing education to animals owners on how to prepare themselves and their animals for disaster situations, the benefits of micro-chipping, providing other public service announcements for zoos, farms, wildlife sanctuaries, etc.

Preparedness: includes all efforts made to plan for and deal with potential disaster situations. These efforts should take place prior to a disaster situation. For example, developing an all disaster – all animal evacuation and sheltering plan and collecting and storing essential supplies are preparedness measures.

Response: includes actions and measures taken to safely respond to a disaster in order to save lives and prevent further disaster related damages. Response actions take place during a disaster situation. For example, response is disaster plans put into action, or it can be the individual with their animals seeking shelter from hurricanes or tornadoes.

Recovery: refers to actions and efforts that are made to help return to a state of normalcy after a disaster has occurred. These actions and activities take place after a disaster has subsided. For example, a recovery effort would be the individual seeking reimbursement from their insurance agencies for damages caused during the disaster.

**Reference: FEMA Independent Study Program:
IS-10 Animals in Disaster, Module A: Awareness and Preparedness Retrieved from:
<http://training.fema.gov/emiweb/is/is10.asp>**

National Animal Welfare Organizations and Support Organizations

Websites with available information and trainings related to animals in disaster situations.

- American Humane Association <http://www.americanhumane.org/site/PageServer>
- American Veterinary Medical Association <http://www.avma.org/>
- Best Friends Animal Society <http://www.bestfriends.org/>
- Code 3 Associates <http://www.code3associates.org/>
- Federal Emergency Management Agency <http://www.fema.gov/>
- International Fund for Animal Welfare <http://www.ifaw.org/ifaw/general/default.aspx>
- National Animal Control Association <http://www.nacanet.org/>
- The American Society for the Prevention of Cruelty to Animals www.asPCA.org
- The Humane Society of the United States www.hsus.org
- The Society of Animal Welfare Administrators <http://www.sawanetwork.org/>
- United Animal Nations www.uan.org

Additional Websites with Related Resources

American College of Veterinary Behaviorists – www.veterinarybehaviorists.org

American Kennel Club (AKC) www.akc.org

American Veterinary Medical Association (AVMA): www.avma.org

American Veterinary Medical Association Disaster Preparedness and Response Guide
www.avma.org/disaster/

Association of American Veterinary Medical Colleges <http://www.aavmc.org/>

Association of Shelter Veterinarians – www.shelternet.org

CDC Healthy Pets Healthy People – www.cdc.gov/healthypets

Center for Food Security and Public Health – www.cfsph.iastate.edu/brm

Companion Air: <http://www.companionair.com/>

Department of Transportation (DOT) – www.dot.gov

Animal friendly travel: Dogfriendly.com: <http://www.dogfriendly.com/>

Independent Pet and Animal Transportation Association International (IPATA):
www.ipata.com

International Air Transport Association (IATA):
http://www.iata.org/whatwedo/live_animals/shippingpet.htm

National Animal Poison Control Center http://www.aspca.org/site/PageServer?pagename=pro_apcc

National Volunteer Organizations Active in Disasters www.nvoad.org

Pet Finders <http://www.petfinder.org/>

Pet Harbor <http://www.petharbor.com/>

State Animal Response Teams (SART) <http://www.sartusa.org/>

State Offices and Agencies of Emergency Management: <http://www.fema.gov/fema/statedr.shtm#1>

State Veterinary Associations
<http://www.avma.org/careforanimals/animatedjourneys/aboutvets/membership.asp#2>

United States Public Health Service (USPHS) <http://www.usphs.gov/>

United States Department of Agriculture (USDA) / Animal Care (AC) <http://www.aphis.usda.gov/ac/>

Veterinary Medical Assistance Teams (VMAT) www.vmat.org

Pre-planning & Response

Disaster Events Worksheet

This pre-disaster worksheet should be completed in conjunction with the development of the local emergency operation plan. Reflect upon the possibility of types of disasters your community may experience.

Very Likely = near 100% probability within the next year

Likely = between 10% and 100% probability in the next year or one chance of occurring in 10 years.

Possible = between 1% and 10% probability within the next year or one chance in the next 100 years

Not Likely = Less than 1% probability within the next 100 years

Disaster Type	Very Likely	Likely	Possible	Not Likely	Number of occurrences, Dates
Earthquakes					
Extreme Heat/Drought					
Floods/Flash Floods					
Fire-Structure					
Fire-Wildfire					
Hurricanes					
Landslides					
Tsunamis					
Tornadoes/Straight winds					
Volcanoes					
Winter Storms Ice Storms/Blizzard					
Hazardous Materials Spills					
Terrorism- Chemical/Biological					
Terrorism-Agro					
Animal Diseases					
Power Outages					
Train Derailment					
Airplane Crash					
Major Highway Incident					
Water Supply Contamination					
Reservoir/Dam Failure					
Civil Disturbances					
Other					
Other					

Signature: _____

Date: _____

Pre-Planning

Vulnerable Infrastructure Worksheet

This worksheet should be completed in conjunction with the development of the local Emergency Operation Plan (EOP). Identify potentially vulnerable infrastructure in times of disaster within your community.

Type	Number	Locations
Subways		
Roadways		
Buses		
Trains/Railways		
Bridges		
Dams		
Fire Stations		
Police Departments		
Hospitals		
Airports		
Water & Sanitation districts		
Power Plants		
Other		

Signature: _____ Date: _____

Example of Companion Animal Population Census

Community of 100,000

Dogs	$100,000 \times 43.5\% = 43,500 \times 1.52$	$= 73,950$
Cats	$100,000 \times 37.7\% = 37,700 \times 2.1$	$= 79,170$
Birds	$100,000 \times 6.4\% = 6,400 \times 2.16$	$= 13,440$
Horse	$100,000 \times 4.2\% = 4,200 \times 2.54$	$= 10,668$
Total Companion Animal Population		177,228

(Base population of 100,000 X percent of households having species specific companion animal) X (average species specific companion animal per household) = estimated number of species specific companion animal per every 100,000 citizens.

Local Animal Census Worksheet

Identify animal populations within the community that may be vulnerable in times of disaster.

Facility	Quantity	Estimate of Animal Population	Location
Animal Production Facilities (farms & processing establishments)			
Zoos			
Breeders			
Kennels			
Veterinary Clinics			
Animal Shelters			
Animal Testing Facilities (laboratories, college educational labs)			
Households with companion animals			
Colleges/Universities			
Wildlife Sanctuaries			
Pet Stores			
Groomers			
Other			
Other			

Signature: _____ Date: _____

Pre-planning

Targeted Evacuation Census Worksheet

Identify populations and/or facilities within the community that may be vulnerable in times of disaster and require targeted evacuation with animals.

Facility	Quantity	Estimate of Population	Location
Assisted Living Facilities			
Group Homes			
Correctional Facilities			
Hospitals			
Colleges/Universities			
Hotels/Motels			
Childcare Facilities			
Other			

Signature: _____ Date: _____

Pre-planning

Factors Mandating Evacuation and Local Activation Worksheet

Identify minimum numbers required to activate the local Emergency Operation Plan (EOP) and animal evacuation and emergency sheltering plan.

Minimum number to activate animal evacuation and emergency sheltering plan

_____ Humans with companion animals affected by disaster

_____ Animals affected by disaster

_____ Households affected by disaster

_____ Farms affected by disaster

_____ Facilities or key infrastructure affected by disaster

_____ Other local concerns

Signature: _____ Date: _____

Transportation Options Worksheet

Identify the local transportation options for animals and/or owners that may be utilized if needed upon the activation of the local Emergency Operation Plan.

Vehicle Type	Quantity	Source Location
Buses		
Semis		
Tractors		
Truck/trailers		
Animal ambulances		
Livestock trucks with loading ramps		
Large capacity vans		
Vans		
Rafts/canoes		
Water trucks		
Trains		
Helicopters		
Other		

Signature: _____ Date: _____

Pre-planning

Animal Evacuation Routes Worksheet

Identify routes and their possible use (such as incoming first responders, incoming supplies, outgoing evacuees, emergency medical transportation) and the type of disaster that would initiate utilization.

Route	Evacuation Use	Type of disaster to be used in

Signature: _____ Date: _____

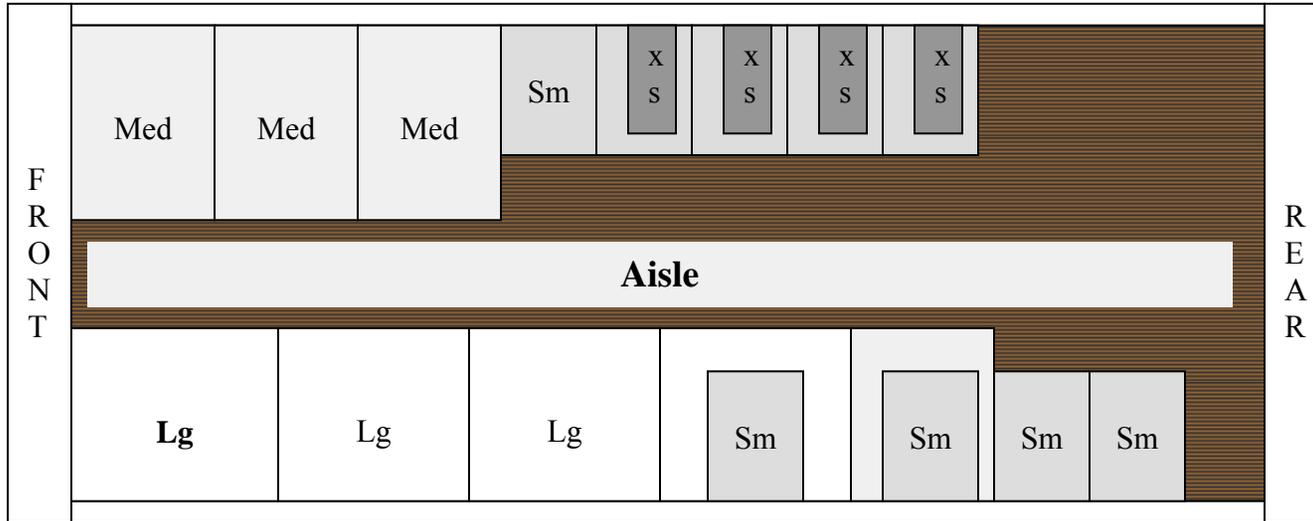
Potential Emergency Animal Evacuation Vehicles

Identify all organizations that own vehicles and/or other equipment (trailers, forklifts, farm equipment, etc) that may be utilized for emergency animal and/or human evacuation in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name/ Contact Name	Address / Phone Number/ Emergency Contact	Types of vehicles or equipment that can accommodate animals and/or humans	Animal Holding Capacity / Human Holding Capacity	Quantity Available	MOU

Signature: _____ Date: _____

Loading Plan Worksheet



Identify trucks most suitable for animal transportation in your area before the onset of a disaster.

1. Gather measurements

- Internal and external measurements of truck or hauling vehicle (length, width, height)
- Kennels, cages, fencing units of all possible sizes (external length, width, height)

Based on your measurements of both the length and width of both the truck and kennels (various sizes) determine approximately how many animals in suitable kennels will fit in the truck while still providing an aisle way so animals can be monitored during the relocation. Also determine internal truck height to see if kennels for smaller animals can be stacked on top of others if they are able to be properly secured.

2. Plan the organization of animal placement

- Large, small, aggressive,
- Same species in similar areas

3. Other equipment needed

- Rope and fasteners to secure/tie down each kennel
- Boards, cloth, etc. to isolate different animal kennels to reduce stress
- Other

See Animal Transport Regulations

Pre-planning & Response

Animal Supply Contact List Worksheet

Identify vendors, corporate sponsors and all other relevant entities that are willing to assist with available resources for animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning

Animal Supply and Equipment Master List

Animal Care, Restraint, & Handling	Equipment	Tools	Personnel Equipment	Cleaning Materials	Office Supplies
<input type="checkbox"/> Alcohol or alcohol wipes <input type="checkbox"/> Animal Thermometer <input type="checkbox"/> Animal Toys <input type="checkbox"/> Band-aids <input type="checkbox"/> Bedding <input type="checkbox"/> Bowls <input type="checkbox"/> Cat rescue poles <input type="checkbox"/> Catch poles <input type="checkbox"/> Collars <input type="checkbox"/> Containers with lids <input type="checkbox"/> Cotton balls <input type="checkbox"/> Disposable id collars <input type="checkbox"/> Disposable id wrist bands <input type="checkbox"/> Disposable table covers <input type="checkbox"/> Dog runs <input type="checkbox"/> Evac Sacs <input type="checkbox"/> Food & Water <input type="checkbox"/> Gauze <input type="checkbox"/> Halters <input type="checkbox"/> Identification tags <input type="checkbox"/> Kennels & carriers <input type="checkbox"/> Leashes & leads <input type="checkbox"/> Medical supplies ordered by veterinarians <input type="checkbox"/> Muzzles <input type="checkbox"/> Nail clippers <input type="checkbox"/> Plastic Carcass disposal bags <input type="checkbox"/> Portable fencing <input type="checkbox"/> Ropes (varied sizes) <input type="checkbox"/> Spray bottles for cleaning & disinfecting <input type="checkbox"/> Water barrels for large animals <input type="checkbox"/> Ziploc baggies (different sizes)	<input type="checkbox"/> 2-way radios <input type="checkbox"/> Airplanes <input type="checkbox"/> Animal ambulances <input type="checkbox"/> Boats with motors <input type="checkbox"/> Buses <input type="checkbox"/> Caution signs & tape <input type="checkbox"/> CB radios <input type="checkbox"/> Chairs <input type="checkbox"/> Extension cords (small & large) <input type="checkbox"/> Forklifts <input type="checkbox"/> Hay trucks <input type="checkbox"/> Helicopters <input type="checkbox"/> Large capacity vans <input type="checkbox"/> Livestock trucks with loading ramps <input type="checkbox"/> Lockable cabinet for controlled substance storage <input type="checkbox"/> Megaphones <input type="checkbox"/> Power strips <input type="checkbox"/> Radios (am/fm & weather band) <input type="checkbox"/> Rafts & canoes <input type="checkbox"/> Refrigerators <input type="checkbox"/> Satellite telephones <input type="checkbox"/> Scales (for large & small animals) <input type="checkbox"/> Semis <input type="checkbox"/> Tables <input type="checkbox"/> Tractors <input type="checkbox"/> Trailers <input type="checkbox"/> Trains <input type="checkbox"/> TVs & DVD/VCR <input type="checkbox"/> Water trucks <input type="checkbox"/> Wi-Fi capabilities	<input type="checkbox"/> Bolt cutters <input type="checkbox"/> Car jacks <input type="checkbox"/> Chains <input type="checkbox"/> Crowbars <input type="checkbox"/> Dollies <input type="checkbox"/> Duct tape <input type="checkbox"/> Flashlights <input type="checkbox"/> Hammer & nails <input type="checkbox"/> Knives <input type="checkbox"/> Levels <input type="checkbox"/> Manual tee-post drivers <input type="checkbox"/> Other <input type="checkbox"/> Portable generators <input type="checkbox"/> Screwdrivers & screws <input type="checkbox"/> Shovels <input type="checkbox"/> Sledgehammers & mallets <input type="checkbox"/> Tee-posts <input type="checkbox"/> Wire cutters <input type="checkbox"/> Wrenches	<input type="checkbox"/> Air purifying respirators <input type="checkbox"/> Bedding <input type="checkbox"/> Biosecurity Suits (Hooded-two piece chemical splash suits) <input type="checkbox"/> Biosecurity waste <input type="checkbox"/> Cots <input type="checkbox"/> Coveralls <input type="checkbox"/> Disposable boots <input type="checkbox"/> Disposable plates & cups <input type="checkbox"/> Eye protection (safety glasses & chemical splash goggles) <input type="checkbox"/> Face masks <input type="checkbox"/> First aid kits <input type="checkbox"/> Food & drinks <input type="checkbox"/> Gowns <input type="checkbox"/> Hand sanitizer <input type="checkbox"/> Hard hats <input type="checkbox"/> Hazardous/ <input type="checkbox"/> ID badges <input type="checkbox"/> Plastic gloves <input type="checkbox"/> Rain suits <input type="checkbox"/> Rubber boats <input type="checkbox"/> Tents <input type="checkbox"/> Water dispensers	<input type="checkbox"/> Bleach <input type="checkbox"/> Brooms & dust pans <input type="checkbox"/> Buckets <input type="checkbox"/> Cleaning & disinfecting solutions <input type="checkbox"/> Disposable mops <input type="checkbox"/> Hoses <input type="checkbox"/> Large rolls of plastic sheeting <input type="checkbox"/> Paper towels and tissues <input type="checkbox"/> Rags <input type="checkbox"/> Rubber mats <input type="checkbox"/> Scrub brushes <input type="checkbox"/> Trash bags <input type="checkbox"/> Waste receptacles	<input type="checkbox"/> 8 ½ x 11 paper <input type="checkbox"/> Camera (Polaroid & Digital) <input type="checkbox"/> Clipboards <input type="checkbox"/> Computer networking devices <input type="checkbox"/> Documentation & forms <input type="checkbox"/> Highlighters <input type="checkbox"/> Laptops <input type="checkbox"/> Lined paper <input type="checkbox"/> Lockable cabinets for important records <input type="checkbox"/> Pens and Pencils <input type="checkbox"/> Permanent markers <input type="checkbox"/> Printers <input type="checkbox"/> Stapler staples <input type="checkbox"/> Tape (scotch & duct) <input type="checkbox"/> Toner & ink cartridges

Animal Evacuation Supply Contact List Worksheet

Identify vendors, corporate sponsors and all other relevant entities who are willing to assist with available resources for the evacuation of animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning & Response

Evacuation and Transportation Supplies Checklist

<ul style="list-style-type: none"> <input type="checkbox"/> Animal ambulances <input type="checkbox"/> Boats with motors <input type="checkbox"/> Buses <input type="checkbox"/> Forklifts <input type="checkbox"/> Hay trucks <input type="checkbox"/> Helicopters <input type="checkbox"/> Large capacity vans <input type="checkbox"/> Livestock trucks with loading ramps <input type="checkbox"/> Rafts & canoes <input type="checkbox"/> Satellite telephones <input type="checkbox"/> Semis <input type="checkbox"/> Tractors <input type="checkbox"/> Trailers <input type="checkbox"/> Trains <input type="checkbox"/> Water trucks <input type="checkbox"/> CB radios <input type="checkbox"/> 2-way radios <input type="checkbox"/> Megaphones <input type="checkbox"/> Power strips <input type="checkbox"/> Radios (am/fm & weather band) <input type="checkbox"/> Wi-Fi capabilities <input type="checkbox"/> Rope and tie downs <input type="checkbox"/> Caution signs & tape <input type="checkbox"/> Permanent markers for labeling <input type="checkbox"/> Temporary transport kennels <input type="checkbox"/> Signs to post at properties where animals are evacuated from without owners <input type="checkbox"/> Disposable id tags 	<ul style="list-style-type: none"> <input type="checkbox"/> Air purifying respirators <input type="checkbox"/> Biosecurity Suits (Hooded-two piece chemical splash suits) <input type="checkbox"/> Biosecurity waste bags <input type="checkbox"/> Coveralls <input type="checkbox"/> Disposable boots <input type="checkbox"/> Eye protection (safety glasses & chemical splash goggles) <input type="checkbox"/> Face masks <input type="checkbox"/> First aid kits <input type="checkbox"/> Gowns <input type="checkbox"/> Hand sanitizer <input type="checkbox"/> Hard hats <input type="checkbox"/> ID badges <input type="checkbox"/> Plastic gloves <input type="checkbox"/> Rain suits <input type="checkbox"/> Rubber boats <input type="checkbox"/> Water dispensers <input type="checkbox"/> Other
---	--

Pre-planning & Response

On-Site Non-Perishable Supply and Equipment Inventory for Emergency Animal Shelter

Supply Type	Pre-Disaster Quantity	Location	Post-Disaster Quantity

Pre-disaster Signature: _____ Date: _____

Post-disaster Signature: _____ Date: _____

On-Site Perishable Supply and Equipment Inventory for Emergency Animal Shelter

Supply Type	Pre-Disaster Quantity	Location	Post-Disaster Quantity

Pre-disaster Signature: _____ Date: _____

Post-disaster Signature: _____ Date: _____

Pre-planning & Response

Off-Site Perishable Supply and Equipment Inventory for Emergency Animal Shelter

Supply Type	Pre-Disaster Quantity	Location	Post-Disaster Quantity

Pre-disaster Signature: _____ Date: _____

Post-disaster Signature: _____ Date: _____

Pre-planning & Response

Off-Site Non-Perishable Supply and Equipment Inventory for Emergency Animal Shelter

Supply Type	Pre-Disaster Quantity	Location	Post-Disaster Quantity

Pre-disaster Signature: _____ Date: _____

Post-disaster Signature: _____ Date: _____

Pre-planning & Recovery

In-Field Animal **Tag SOG**

Purpose:

- To ID the animal in case the animal's paperwork is misplaced.
- ID an owned animal in the event an owner and animal are separated before paperwork is completed.

Attach In-Field tags

to:

- The outside of transport crates.
- Collars of animal not crated.
- Deceased animals where possible if transporting.

The In-field animal tag should be printed on Avery labels and placed on Blank Key Tags with the wire attached.

The key tags should be filled out by the field rescue team and attached to the animal before transport.

Response

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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NOTICE SOG

Purpose: This poster is used to notify a property owner that their animal(s) have been removed from the property and where they can find them.

The Notice poster should be printed on bright attention-grabbing colors

Some colors that work best are:

1. Bright Blue
2. Lime Green
3. Orange
4. Other Neon Colors

Rescue teams must make sure they fill out the form

- with:**
1. A good description of all animals removed
 2. Date the animals were removed
 3. The name of the organization the rescue team is affiliated
 4. Animal shelter location
 5. The best phone number, If available, for owners to follow up on their animals

Note:

*****Field rescue team members should never put their own contact information on this form, only their parent organization information.

Process:

1. This form should be filled out and posted at all entrances to the property or home.
2. At least two of the forms should be placed by front and back doors
3. Forms should be placed in zip lock plastic bags to protect them from the elements and duct taped to the building.

Response

NOTICE

THE FOLLOWING ANIMAL(S)

WERE RESCUED FROM THIS PROPERTY

ON _____ BY _____

TO RECLAIM, VISIT THE FOLLOWING LOCATION

OR CALL _____

This form created by United Animal Nations. (916) 429-2457. Reprint and use by permission only. Revised 11/2006.

Emergency Animal Evacuation Position Worksheet

Job Title	Name of Person	Address Contact Number(s)	Duties	Reports To

Signature: _____ Date: _____

Pre-planning & Response

Emergency Contact Information for Transport Personnel

In case of emergency, please contact

Emergency Animal Shelter Name:

Contact Person:

Location:

Phone:

Cell Phone:

Receiving Facility Name:

Contact Person:

Address:

Phone:

Cell Phone:

Special Recommendations for Transporter:

- Evaluate animals at minimum every 4 hours
- Look for signs of stress and injury
- Animals should be feed once a day and watered two times a day
- Do not remove any animals from there kennels in an unsecured area unless it is an emergency

Additional Information

Length of trip:

Driver Name:

License Number:

Signature:

Date:

Additional Notes and Animal Observations:

Response

Procedures Prior to Loading and Transport of Animals

Procedure	Supplies Needed
1. Direct walkers to the correct animal.	Volunteer Load Supervisor (1)
2. Check microchip, shelter issued registration identification number, and photograph to ensure that it is the correct animal. If, it is the intended animal attach the shipping collar and confirm the shelter issued registration number with the animal transfer portfolio. If incorrect, return the animal to the emergency animal shelter kennel and consult your supervisor.	Animal transfer portfolio Micro-chip reader Volunteer (2)
3. Walk and water the animals	Leashes Bowls Water Volunteers (as needed)
4. Verify microchip and/or shelter issued registration identification number and photo again. Seek the assistance of a veterinarian and/or a vet technician to administer tranquilizing agent to animal.	Veterinarian or vet tech if tranquilizing agent will be used.
5. Write transport number on transfer kennel with permanent marker. Give the animal transfer portfolio to the driver and place the animal into the kennel for loading.	Permanent marker Volunteers(2)
6. Load kennel into truck	Volunteers (2)
7. Volunteers fill water bowls before transport	Water Jugs Volunteers (4)
8. Fork Lift operator	Forklift Forklift Operator (1) Volunteers to unload inside trucks
9. Stack and secure all kennels containing animals	Rope and tie downs
10. Animals in Load List to Driver	

Response

Initial Emergency Animal Shelter Activation Documentation Form

Name of person calling:	Title:	Time of call:
Person's call back numbers:	Alternate contact information:	Date of call:

Disaster at hand:

Time/Date: _____ Estimated length of disaster: _____

Specifics for the disaster: (magnitude & areas affected, present response actions, opening and location of human shelters, etc.):

Special concerns/conditions: (i.e. mass evacuation, contaminated agents, hazardous materials, etc.):

LAERT Services Needed	Location/Explanation
Animal Rescue	
Animal Evacuation	
Alternate Housing	
Temporary ADAS Set Up	
Veterinary Services	
Other	

Estimated number of animals affected and needing services

Cats: # _____
 Reptiles: # _____
 Horses: # _____
 Cows: # _____
 Dogs: # _____
 Pocket Pets: # _____
 Pigs: # _____
 Sheep: # _____
 Birds: # _____
 Rabbits: # _____
 Goats: # _____
 Zoo Animals _____
 Laboratory _____
 Other _____
 Other _____
 Other _____

Signature: _____ Date: _____

Reference: New Jersey Animal Working Group

Pre-planning

Organizations Who Can Provide Specialized Assistance

Identify organizations that are willing to provide specialized assistance and resources for animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources/Specialties	MOU
HAZMAT Team					

Signature: _____ Date: _____

Pre-planning

Potential Emergency Animal Shelter Facilities

Identify all facilities or structures or open spaces that may be utilized for emergency animal sheltering in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name/ Contact Name	Address	Phone Number/ Emergency Contact	Types of animals that can be accommodated	Animal Holding Capacity	MOU

Signature: _____ Date: _____

Pre-planning

Animal Welfare Groups Contact and Resource List

Identify, local and within a 100 mile radius, any organizations who are willing to assist with animals during times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

National Animal Welfare Organizations and Support Organizations

Websites with available information and trainings related to animals in disaster situations.

- American Humane Association <http://www.americanhumane.org/site/PageServer>
- American Veterinary Medical Association <http://www.avma.org/>
- Best Friends Animal Society <http://www.bestfriends.org/>
- Code 3 Associates <http://www.code3associates.org/>
- Federal Emergency Management Agency <http://www.fema.gov/>
- International Fund for Animal Welfare <http://www.ifaw.org/ifaw/general/default.aspx>
- National Animal Control Association <http://www.nacanet.org/>
- The American Society for the Prevention of Cruelty to Animals www.asPCA.org
- The Humane Society of the United States www.hsus.org
- The Society of Animal Welfare Administrators <http://www.sawanetwork.org/>
- United Animal Nations www.uan.org

Additional Websites with Related Resources

American College of Veterinary Behaviorists – www.veterinarybehaviorists.org

American Kennel Club (AKC) www.akc.org

American Veterinary Medical Association (AVMA): www.avma.org

American Veterinary Medical Association Disaster Preparedness and Response Guide
www.avma.org/disaster/

Association of American Veterinary Medical Colleges <http://www.aavmc.org/>

Association of Shelter Veterinarians – www.shelternvet.org

CDC Healthy Pets Healthy People – www.cdc.gov/healthypets

Center for Food Security and Public Health – www.cfsph.iastate.edu/brm

Companion Air: <http://www.companionair.com/>

Department of Transportation (DOT) – www.dot.gov

Animal friendly travel: Dogfriendly.com: <http://www.dogfriendly.com/>

Independent Pet and Animal Transportation Association International (IPATA):
www.ipata.com

International Air Transport Association (IATA):
http://www.iata.org/whatwedo/live_animals/shippingpet.htm

National Animal Poison Control Center http://www.aspc.org/site/PageServer?pagename=pro_apcc

National Volunteer Organizations Active in Disasters www.nvoad.org

Pet Finders <http://www.petfinder.org/>

Pet Harbor <http://www.petharbor.com/>

State Animal Response Teams (SART) <http://www.sartusa.org/>

State Offices and Agencies of Emergency Management: <http://www.fema.gov/fema/statedr.shtm#1>

State Veterinary Associations
<http://www.avma.org/careforanimals/animatedjourneys/aboutvets/membership.asp#2>

United States Public Health Service (USPHS) <http://www.usphs.gov/>

United States Department of Agriculture (USDA) / Animal Care (AC)
<http://www.aphis.usda.gov/ac/>

Veterinary Medical Assistance Teams (VMAT) www.vmat.org

Pre-planning & Response

State Offices and Agencies of Emergency Management

The following list is current as of March 2006. Consult the FEMA website for updated information:
<http://www.fema.gov/fema/statedr.shtm#l>

Alabama Emergency Management Agency
5898 County Road 41
P.O. Drawer 2160
Clanton, Alabama 35046-2160
(205) 280-2200
(205) 280-2495 FAX
<http://www.ema.alabama.gov/>

Alaska Division of Emergency Services
P.O. Box 5750
Fort Richardson, Alaska 99505-5750
(907) 428-7000
(907) 428-7009 FAX
<http://www.ak-prepared.com>

American Samoa Territorial Emergency Management Coordination
(TEMCO)
American Samoa Government
P.O. Box 1086
Pago Pago, American Samoa 96799
(011)(684) 699-6415
(011)(684) 699-6414 FAX

Arizona Division of Emergency
Management
5636 E. McDowell Rd
Phoenix, Arizona 85008
(602) 244-0504 or 1-800-411-2336
www.azdema.gov

Arkansas Department of Emergency
Management
P.O. Box 758
Conway, Arkansas 72033
(501) 730-9750
(501) 730-9754 FAX
<http://www.adem.state.ar.us/>

California Governor's Office of
Emergency Services
P.O. Box 419047
Rancho Cordova, CA 95741-9047
(916) 845-8510
(916) 845-8511 FAX
<http://www.oes.ca.gov/>

Colorado Office of Emergency Management
Division of Local Government
Department of Local Affairs
9195 East Mineral Avenue
Suite 200
Centennial , Colorado 80112
(720) 852-6600
(720) 852-6750 Fax
www.dola.state.co.us/oem/oemindex.htm

Connecticut Office of Emergency Management
Military Department
360 Broad Street
Hartford, Connecticut 06105
(860) 566-3180
(860) 247-0664 FAX
<http://www.mil.state.ct.us/OEM.htm>

Delaware Emergency Management Agency
165 Brick Store Landing Road
Smyrna, Delaware 19977
(302) 659-3362
(302) 659-6855 FAX
<http://www.state.de.us/dema/index.htm>

District of Columbia Emergency Management Agency
2000 14th Street, NW, 8th Floor
Washington, D.C. 20009
(202) 727-6161
(202) 673-2290 FAX
<http://www.dcema.dc.gov>

Florida Division of Emergency Management
2555 Shumard Oak Blvd.
Tallahassee, Florida 32399-2100
(850) 413-9969
(850) 488-1016 FAX www.floridadisaster.org

Georgia Emergency Management Agency
P.O. Box 18055
Atlanta, Georgia 30316-0055
(404) 635-7000
(404) 635-7205 FAX
<http://www.State.Ga.US/GEMA/>

Office of Civil Defense
Government of Guam
P.O. Box 2877
Hagatna, Guam 96932
(011)(671) 475-9600
(011)(671) 477-3727 FAX
<http://ns.gov.gu/>

Guam Homeland Security/Office of Civil Defense
221B Chalan Palasyo
Agana Heights, Guam 96910
Tel:(671)475-9600
Fax:(671)477-3727
<http://www.guamhs.org>

Hawaii State Civil Defense
3949 Diamond Head Road
Honolulu, Hawaii 96816-4495
(808) 733-4300
(808) 733-4287 FAX
<http://www.scd.hawaii.gov>

Idaho Bureau of Disaster Services
4040 Guard Street, Bldg. 600
Boise, Idaho 83705-5004
(208) 334-3460
(208) 334-2322 FAX
<http://www2.state.id.us/bds/>

Illinois Emergency Management Agency
110 East Adams Street
Springfield, Illinois 62701
(217) 782-2700
(217) 524-7967 FAX
<http://www.state.il.us/iema>

Indiana State Emergency Management Agency
302 West Washington Street
Room E-208 A
Indianapolis, Indiana 46204-2767
(317) 232-3986
(317) 232-3895 FAX
<http://www.ai.org/sema/index.html>

Iowa Homeland Security & Emergency Management Division
Department of Public Defense
Hoover Office Building
Des Moines, Iowa 50319
(515) 281-3231
(515) 281-7539 FAX
www.Iowahomelandsecurity.org

Kansas Division of Emergency Management
2800 S.W. Topeka Boulevard
Topeka, Kansas 66611-1287
(785) 274-1401
(785) 274-1426 FAX
<http://www.ink.org/public/kdem/>

Kentucky Emergency Management
EOC Building
100 Minuteman Parkway Bldg. 100
Frankfort, Kentucky 40601-6168
(502) 607-1682
(502) 607-1614 FAX
<http://kyem.dma.ky.gov>

Louisiana Office of Emergency Preparedness
7667 Independence Blvd.
Baton Rouge, Louisiana 70806
(225) 925-7500
(225) 925-7501 FAX
<http://www.ohsep.louisiana.gov>

Maine Emergency Management Agency
45 Commerce Drive, Suite #2
#72 State House Station
Augusta, Maine 04333-0072
207-624-4400
207-287-3180 (FAX)
<http://www.state.me.us/mema/memahome.htm>

CNMI Emergency Management Office
Office of the Governor

Commonwealth of the Northern Mariana Islands
P.O. Box 10007
Saipan, Mariana Islands 96950
(670) 322-9529
(670) 322-7743 FAX
<http://www.cnmiemo.org/>

National Disaster Management Office
Office of the Chief Secretary
P.O. Box 15
Majuro, Republic of the Marshall Islands 96960-0015
(011)(692) 625-5181

(011)(692) 625-6896 FAX

Maryland Emergency Management Agency
Camp Fretterd Military Reservation
5401 Rue Saint Lo Drive
Reistertown, Maryland 21136
(410) 517-3600
(877) 636-2872 Toll-Free
(410) 517-3610 FAX
<http://www.mema.state.md.us/>

Massachusetts Emergency Management Agency
400 Worcester Road
Framingham, Massachusetts 01702-5399
(508) 820-2000
(508) 820-2030 FAX
<http://www.state.ma.us/mema>

Michigan Division of Emergency Management
4000 Collins Road
P.O. Box 30636
Lansing, Michigan 48909-8136
(517) 333-5042
(517) 333-4987 FAX
http://www.michigan.gov/msp/1,1607,7-123-1593_3507---,00.html

National Disaster Control Officer
Federated States of Micronesia
P.O. Box PS-53
Kolonia, Pohnpei - Micronesia 96941
(011)(691) 320-8815
(001)(691) 320-2785 FAX

Minnesota Homeland Security and Emergency Management
Department of Public Safety

Suite 223
444 Cedar Street
St. Paul, Minnesota 55101-6223
(651) 296-2233
(651) 296-0459 FAX
<http://www.hsem.state.mn.us/>

Mississippi Emergency Management Agency
P.O. Box 4501 - Fondren Station
Jackson, Mississippi 39296-4501
(601) 352-9100
(800) 442-6362 Toll Free
(601) 352-8314 FAX
<http://www.msema.org>
<http://www.msema.org/mitigate/mssaferoominit.htm>

Missouri Emergency Management Agency
P.O. Box 116
2302 Militia Drive
Jefferson City, Missouri 65102
(573) 526-9100
(573) 634-7966 FAX
sema.dps.mo.gov

Montana Division of Disaster & Emergency Services
1100 North Main
P.O. Box 4789
Helena, Montana 59604-4789
(406) 841-3911
(406) 444-3965 FAX
<http://www.state.mt.us/dma/des/index.shtml>

Nebraska Emergency Management Agency
1300 Military Road
Lincoln, Nebraska 68508-1090
(402) 471-7410
(402) 471-7433 FAX
<http://www.nebema.org>

Nevada Division of Emergency Management
2525 South Carson Street
Carson City, Nevada 89711
(775) 687-4240
(775) 687-6788 FAX
<http://dem.state.nv.us/>

Governor's Office of Emergency Management
State Office Park South
107 Pleasant Street
Concord, New Hampshire 03301
(603) 271-2231
(603) 225-7341 FAX
<http://www.nhoem.state.nh.us/>

New Jersey Office of Emergency Management
Emergency Management Bureau
P.O. Box 7068
West Trenton, New Jersey 08628-0068
(609) 538-6050 Monday-Friday
(609) 882-2000 ext 6311 (24/7)
(609) 538-0345 FAX
<http://www.state.nj.us/oem/county/>

New Mexico Department of Public Safety
Office of Emergency Management
P.O. Box 1628
13 Bataan Boulevard
Santa Fe, New Mexico 87505
(505) 476-9600
(505) 476-9635 Emergency
(505) 476-9695 FAX
<http://www.dps.nm.org/emergency/index.htm>

Emergency Management Bureau
Department of Public Safety
P.O. Box 1628
13 Bataan Boulevard
Santa Fe, New Mexico 87505
(505) 476-9606
(505) 476-9650
<http://www.dps.nm.org/emc.htm>

New York State Emergency Management Office
1220 Washington Avenue
Building 22, Suite 101
Albany, New York 12226-2251
(518) 457-2222
(518) 457-9995 FAX
<http://www.nysemo.state.ny.us/>

North Carolina Division of Emergency Management
4713 Mail Service Center
Raleigh, NC 27699-4713
(919) 733-3867
(919) 733-5406 FAX
<http://www.dem.dcc.state.nc.us/>

North Dakota Division of Emergency Management
P.O. Box 5511
Bismarck, North Dakota 58506-5511
(701) 328-8100
(701) 328-8181 FAX
<http://www.state.nd.us/dem>

Ohio Emergency Management Agency
2855 W. Dublin Granville Road
Columbus, Ohio 43235-2206
(614) 889-7150
(614) 889-7183 FAX
<http://www.state.oh.us/odps/division/ema/>

Office of Civil Emergency Management
Will Rogers Sequoia Tunnel 2401 N. Lincoln
Oklahoma City, Oklahoma 73152
(405) 521-2481
(405) 521-4053 FAX
<http://www.odcem.state.ok.us/>

Oregon Emergency Management
Department of State Police
PO Box 14370
Salem, Oregon 97309-5062
(503) 378-2911
(503) 373-7833 FAX
<http://egov.oregon.gov/OOHS/OEM>

Palau NEMO Coordinator
Office of the President
P.O. Box 100
Koror, Republic of Palau 96940
(011)(680) 488-2422
(011)(680) 488-3312

Pennsylvania Emergency Management Agency
2605 Interstate Drive
Harrisburg PA 17110-9463
(717) 651-2001
(717) 651-2040 FAX
<http://www.pema.state.pa.us/>

Puerto Rico Emergency Management Agency
P.O. Box 966597
San Juan, Puerto Rico 00906-6597
(787) 724-0124
(787) 725-4244 FAX

Rhode Island Emergency Management Agency
645 New London Ave
Cranston, Rhode Island 02920-3003
(401) 946-9996
(401) 944-1891 FAX
<http://www.riema.ri.gov>

South Carolina Emergency Management Division
2779 Fish Hatchery Road
West Columbia South Carolina 29172
(803) 737-8500
(803) 737-8570 FAX
<http://www.scemd.org/>

South Dakota Division of Emergency Management
118 West Capitol
Pierre, South Dakota 57501
(605) 773-3231
(605) 773-3580 FAX
<http://www.state.sd.us/dps/sddem/home.htm>

Tennessee Emergency Management Agency
3041 Sidco Drive
Nashville, Tennessee 37204-1502
(615) 741-4332
(615) 242-9635 FAX
<http://www.tnema.org>

Texas Division of Emergency Management
5805 N. Lamar
Austin, Texas 78752
(512) 424-2138
(512) 424-2444 or 7160 FAX <http://www.txdps.state.tx.us/dem/>

Utah Division of Emergency Services and Homeland Security
1110 State Office Building
P.O. Box 141710
Salt Lake City, Utah 84114-1710
(801) 538-3400
(801) 538-3770 FAX
<http://www.des.utah.gov>

Vermont Emergency Management Agency
Department of Public Safety
Waterbury State Complex
103 South Main Street
Waterbury, Vermont 05671-2101
(802) 244-8721
(802) 244-8655 FAX
<http://www.dps.state.vt.us/>

Virgin Islands Territorial Emergency Management - VITEMA
2-C Contant, A-Q Building
Virgin Islands 00820
(340) 774-2244
(340) 774-1491

Virginia Department of Emergency Management
10501 Trade Court
Richmond, VA 23236-3713
(804) 897-6502
(804) 897-6506
<http://www.vdem.state.va.us>

State of Washington Emergency Management Division
Building 20, M/S: TA-20
Camp Murray, Washington 98430-5122
(253) 512-7000
(253) 512-7200 FAX
<http://www.emd.wa.gov/>

West Virginia Office of Emergency Services
Building 1, Room EB-80 1900 Kanawha Boulevard, East
Charleston, West Virginia 25305-0360
(304) 558-5380
(304) 344-4538 FAX
<http://www.wvdhsem.gov>

Wisconsin Emergency Management
2400 Wright Street
P.O. Box 7865
Madison, Wisconsin 53707-7865
(608) 242-3232
(608) 242-3247 FAX
<http://emergencymanagement.wi.gov/>

Wyoming Office of Homeland Security
122 W. 25th Street
Cheyenne, Wyoming 82002
(307) 777-4900
(307) 635-6017 FAX
<http://wyohomelandsecurity.state.wy.us>

Veterinarians Contact List

Identify veterinarians, local and within a 100 mile radius, who are willing to assist with emergency medical treatment of animals during times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Veterinarian's Name	Business Name & Address	Phone Number	Specialty	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning

Production Animal Organizations and Businesses Contact and Resource List

Identify local and within a 100 mile radius any organization or business that deals with production animals, livestock, equine, etc. who are willing to provide assistance and resources for animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU
Equine boarding facilities					
Fairgrounds					

Signature: _____ Date: _____

Pre-planning

Non-Traditional Animals Organization and Businesses Contact and Resource List

Identify local and within a 100 mile radius organizations and businesses that deal with or supply non-traditional populations of animals, exotics, etc. who are willing to provide assistance and resources for animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning

Referral Resources Contact List

Identify organizations and businesses who are willing to assist with available resources for animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources
Pet-Friendly Hotels				
Companion Animal Boarding Facilities				

Signature: _____ Date: _____

Pre-planning

Checklist for Domestic Commercial Airline Shipments of Companion Animals

International Fund for Animal Welfare (IFAW / www.IFAW.org)

Booking a Flight

- Identify which airlines fly between the departure destination and arrival destination by contacting a travel agent or utilizing an Internet ticketing agency such as Orbitz.com.
- View the animal transport requirements on the applicable airlines website or contact the airlines directly regarding their transport requirements. This will help to determine which species the airline will transport in the cabin or as cargo, restrictions on size, breed, the number of animals per flight, age, and other pertinent information. Accompanied animals under about 20 pounds may be able to travel under the passenger seat of larger aircraft. Accompanied animals greater than 20 pounds, taller than the space under the passenger seat, or unaccompanied animals will need to be checked as cargo. The airline can advise as to whether the animal can travel in the cabin. Some useful web links and phone numbers of major airlines:

Airline	Web Link	Contact Numbers
Continental	http://www.continental.com/travel/policies/animals/default.asp	800-575-3335
Delta	http://www.delta.com/planning_reservations/special_travel_needs/pet_travel_information/index.jsp	Traveling with a passenger: 800-221-1212 Traveling as cargo: 888-736-3738
American	http://www.aa.com/content/travelInformation/specialAssistance/travelingWithPets.jhtml;jsessionid=3PGLMYRMELAC5EAJJM VU1DUQBFFS4VMD?anchorEvent=false	Traveling with a passenger: 800-433-7300 Traveling as cargo: 800-CARGOAA
US Air	http://www.usairways.com/customers/travel_policies/pets/	Traveling with a passenger: 1-800-428-4322 US Air DOES NOT ship unaccompanied pets
United	http://www.united.com/page/article/0,6722,51255,00.html	1-800-UNITED-1
Northwest	http://www.nwa.com/services/shipping/cargo/products/ppet.shtml	Information / requirements: 888-NWA-4PET Traveling with a passenger: 800-225-2525 Traveling as cargo: 800-NWCARGO
America West	http://www.americawest.com/awa/content/travelplanning/travelpolicies/pets.aspx	Traveling with a passenger: 800-2FLY-AWA America West does not allow animals to travel in cargo
Southwest	DOES NOT ACCEPT ANIMALS IN THE CABIN OR AS CARGO	

Other useful sites:

Independent Pet and Animal Transportation Association International (IPATA):
www.ipata.com for pet shippers and suppliers.

International Air Transport Association (IATA):
http://www.iata.org/whatwedo/live_animals/shippingpet.htm for air transport requirements.

Dogfriendly.com:
<http://www.dogfriendly.com/> for information about animal friendly travel

Companion Air:
<http://www.companionair.com/> will soon be the first pet friendly airline

- If you have not already, confirm the airline's specific procedures by contacting the airlines by phone. Confirm that the animal will be allowed on the designated flights (i.e. the plane will be large enough for the appropriate carrier; there are not too many other animals already on that flight, etc.). For animals flying as cargo, early morning or late evening flights may be preferable in areas or during times of year with extreme temperatures.
- Book the flight with the airline.
- Confirm the flight departure and arrival times with the receiver.

Paperwork

- Since a state health certificate is only valid for 10 days, you must ensure that this is completed within 10 days of departure by a vet licensed by the departure state. This may entail booking a vet appointment in advance and making the veterinarian's office aware that the client will need a health certificate.
- A copy of the animal's rabies certificate will need to accompany the animal. If the animal does not have an up to date rabies vaccination this can be completed at the same appointment for the health certificate.
- Any documentation from the departing facility/individual or receiving facility/individual. Documentation may include a signed form from the owner giving permission to ship, a statement of release or acceptance at a shelter or boarding facility, etc. This is not needed by the airline but may be needed for the departing or receiving facilities or individuals.
- Prepare some sort of temporary collar such as an "Identiband" or piece of thin paper that has some basic information on it (i.e. animal's first and last name and phone number) in case the animal's permanent collar must come off for safety prior to transport.

Crate / Container

- A suitable crate must be purchased for the animal. Crates for shipment of animals in cargo must be rigid and are likely to be plastic with a metal door that is easy to lock and unlock. Doors with hinges on the side are best with the door opening to the outside. The carrier must allow for suitable air ventilation. Crates that can be disassembled should ideally be secured with screws; crates that are secured with snaps should be reinforced with heavy-duty cable ties. Carriers should have handles that allow easy transport without having to touch any part of the animal. Animals flying underneath a passenger seat should travel in a specially designed ventilated bag often called a "sherpa bag." Suitable crates and carriers can be purchased at most larger pet stores, some department stores with pet supplies (i.e. Wal-Mart), and over the Internet.
- If the animal is under 4 months of age, it may travel in the same carrier as another animal under 4 months of age as long as they are compatible animals of the same species.
- The crate must be big enough to allow the animal to sit, stand, lie down, and turn around easily. When the animal is sitting, there should be at least an inch of space between the animal's head and the top of the crate. If the animal has to crouch with its head bent in a sitting or standing

position then the crate is too small. Err on the side of a larger crate especially over longer distances.

- The crate must be lined with absorbent bedding. For cats, quarter inch dehydrated corn cob pellets are optimal for absorbency and comfort. Recycled newspaper or cardboard specifically designed for kitty litter or bedding is also useful (i.e.- “yesterday’s news”). For dogs, the above is acceptable or wood shavings. Another option is crates with wire racks that keep the animal separate from the floor and are big enough to prevent the animal’s feet from going through the slats. Some pet stores may also sell special absorbent dog beds for travel crates, but these should not be used with animals that are likely to destroy them as they may be a choking hazard. Towels should also be avoided as they are non-absorbent and may be a choking hazard.
- Federal regulations require that there be two dishes inside the crate, one for food and one for water. Non-tipable water dishes that hook onto the crate door (such as bird dishes) are useful as are specially designed water “drinkers” (like a hamster water bottle). If drinkers are used it is ideal to ensure the animal knows how to use them first. A reluctant animal can typically be trained to use the drinker by placing some milk in it. Bowls should be the appropriate size for the animal.
- “LIVE ANIMAL: Handle with care” stickers should be put on the outside of the crate without covering any ventilation holes. “THIS WAY UP” stickers should be placed on at least three sides of the container. These can often be obtained when checking the animal in for the flight, but it is good to affix them in advance.
- A copy of the animal’s health certificate and rabies vaccination should be firmly secured to the crate, ideally in a plastic folder or Ziploc bag. The airway bill obtained at the airport will also need to be attached to the crate so it is a good idea to leave the document pouch or envelope accessible.
- A simple sheet with the animal’s name, description, identifiers such as rabies tag number or microchip number, emergency contact numbers for both the shipper and the receiver, and a photograph (when possible) should be firmly secured to the outside of the crate.
- The name, time, and route of administration of any medication must be documented on the paperwork traveling with the animal. Tranquilization is *strongly discouraged* especially for unaccompanied pets.
- Some food should be taped to the outside of the crate with feeding instructions in case transport is delayed.
- If the animal is good at opening the crate door, releasable cable ties can be used to firmly secure the door. These can be purchased at most hardware stores such as Home Depot. The ties should be clearly labeled as “releasable” so that a human can pull them off without cutting them in an emergency.
- If possible, allow the animal to become accustomed to the crate before the trip by putting favorite toys in it, tossing food in it and encouraging the animal to go in, and/or feeding it in the crate. For animals that are not used to crates this should initially be done without closing the door and gradually progress to locking the door for short periods of time.

Travel to/from the Airport

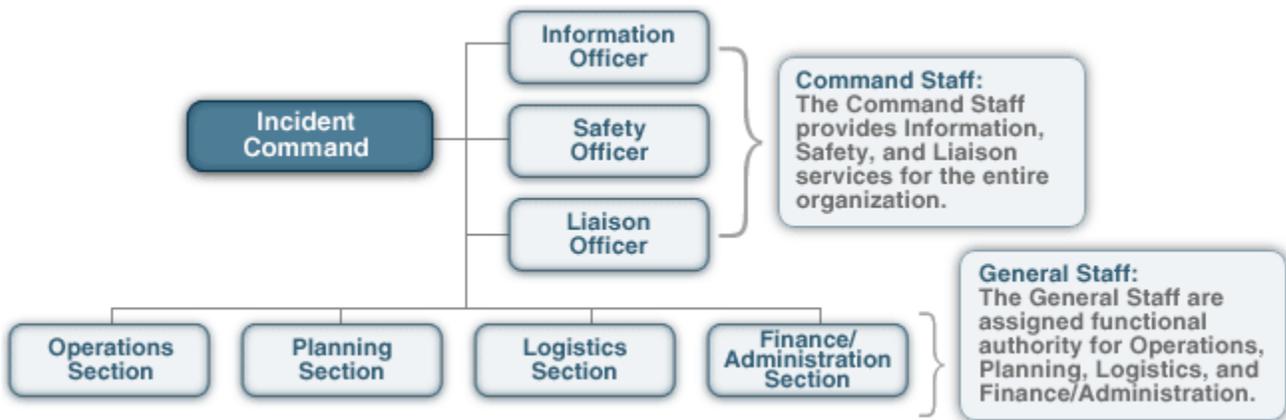
- Arrange for access to a vehicle large enough to deliver the animal to the airport.
- Arrange for any necessary assistance to physically get the animal in and out of the vehicle and into the airport terminal.
- Confirm the crate size and estimated total weight with the receiver.
- Confirm that the receiver will be able to physically get the animal through the airport terminal and in and out of the vehicle.
- Confirm that the receiver has a large enough vehicle to pick up the animal from the airport or can make alternate plans.
- If there will be any travel by taxi or car service, inform the service in advance that the shipper/receiver will be traveling with an animal, the size of the crate, and the size and weight of animal and crate.

Day of Travel

- If there are any changes in the animal's health between receiving its health certificate and the day of travel the trip should be delayed.
- The animal should be kept out of its crate for as long as possible and given ample time to walk around and relieve itself.
- The animal must be offered food and water at least 4 hours prior to transport.
- Bring water with you to the airport for filling the water bowls.
- "Rescue Remedy" or another herbal product may be added to the animal's water to calm them.
- Tranquilization is *strongly discouraged* particularly for unaccompanied pets.
- If the temperature exceeds 85 degrees Fahrenheit at any point on the animal's trip (including layovers) the trip may be delayed or cancelled. Plan accordingly.
- IATA recommends arriving at the airport 2-4 hours before the flight.
- After arriving at the airport check in at either the ticket counter or cargo ticket counter, where available, depending on how the animal is being transported. There will be an "airway bill" to complete with the shipper and receiver information. Payment is typically made at this time.
- The person checking the animal may request that any collars be removed. These can typically be attached directly to the crate bars if the animal is not a chewer.
- Fill the animal's water bowl(s) or bottle(s).
- If needed, secure the door with releasable cable ties.
- If the animal is unaccompanied, leave the airport only after the flight has taken off.
- If the animal is unaccompanied, call the receiver to confirm the arrival time.
- The receiver should call the shipper with confirmation of safe arrival of the animal if the animal was not accompanied.

FEMA NIMS/ICS Organizational Flow Chart

Shelter Operational Director should fall under the ICS Operations Section.



Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

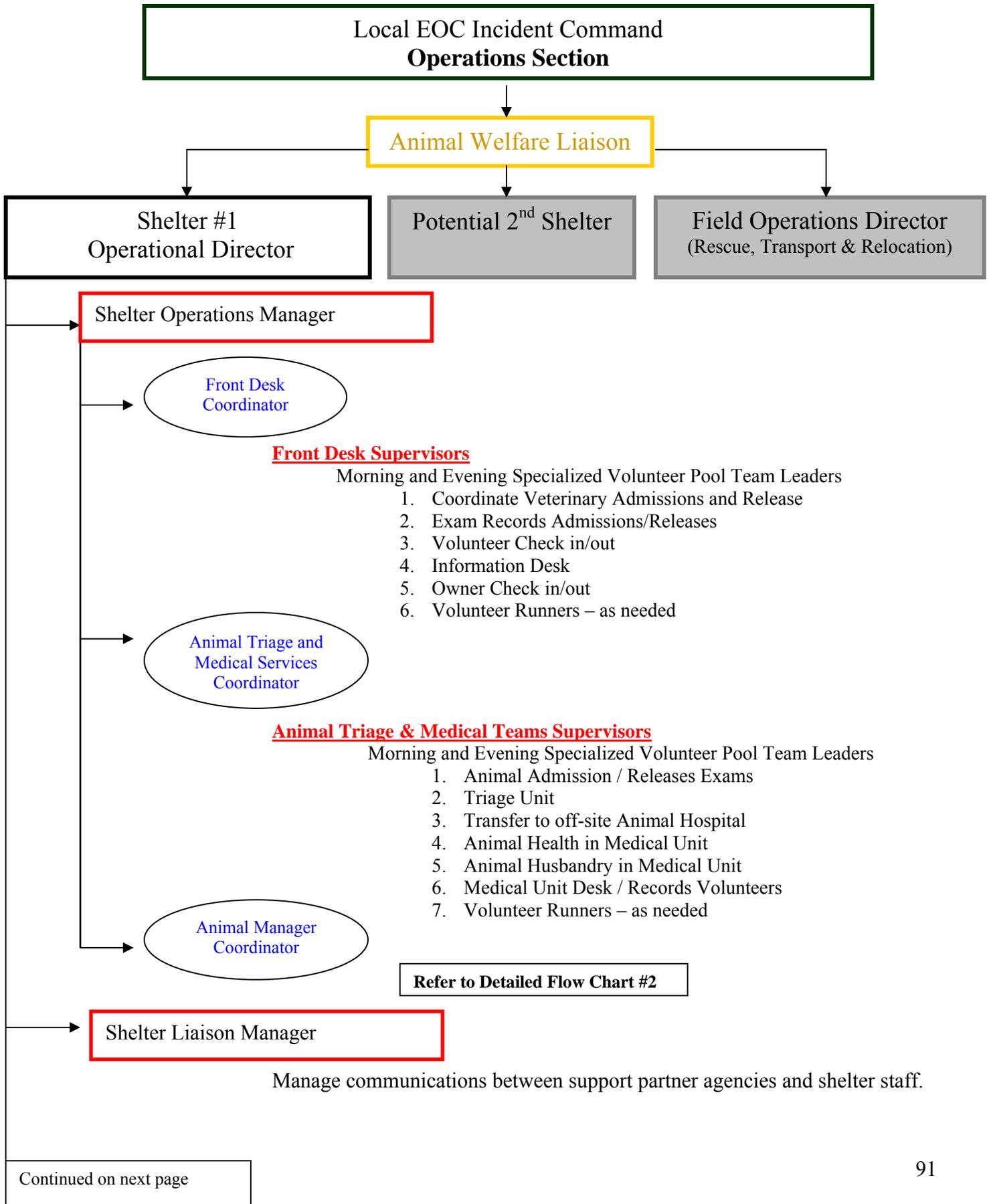
Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Pre-planning

Emergency Animal Shelter Organizational Flow Chart



**Shelter #1
Operational Director**

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

**Adoptions & Fostering
Coordinator**

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Continued from previous page

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Continued on next page

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update and informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

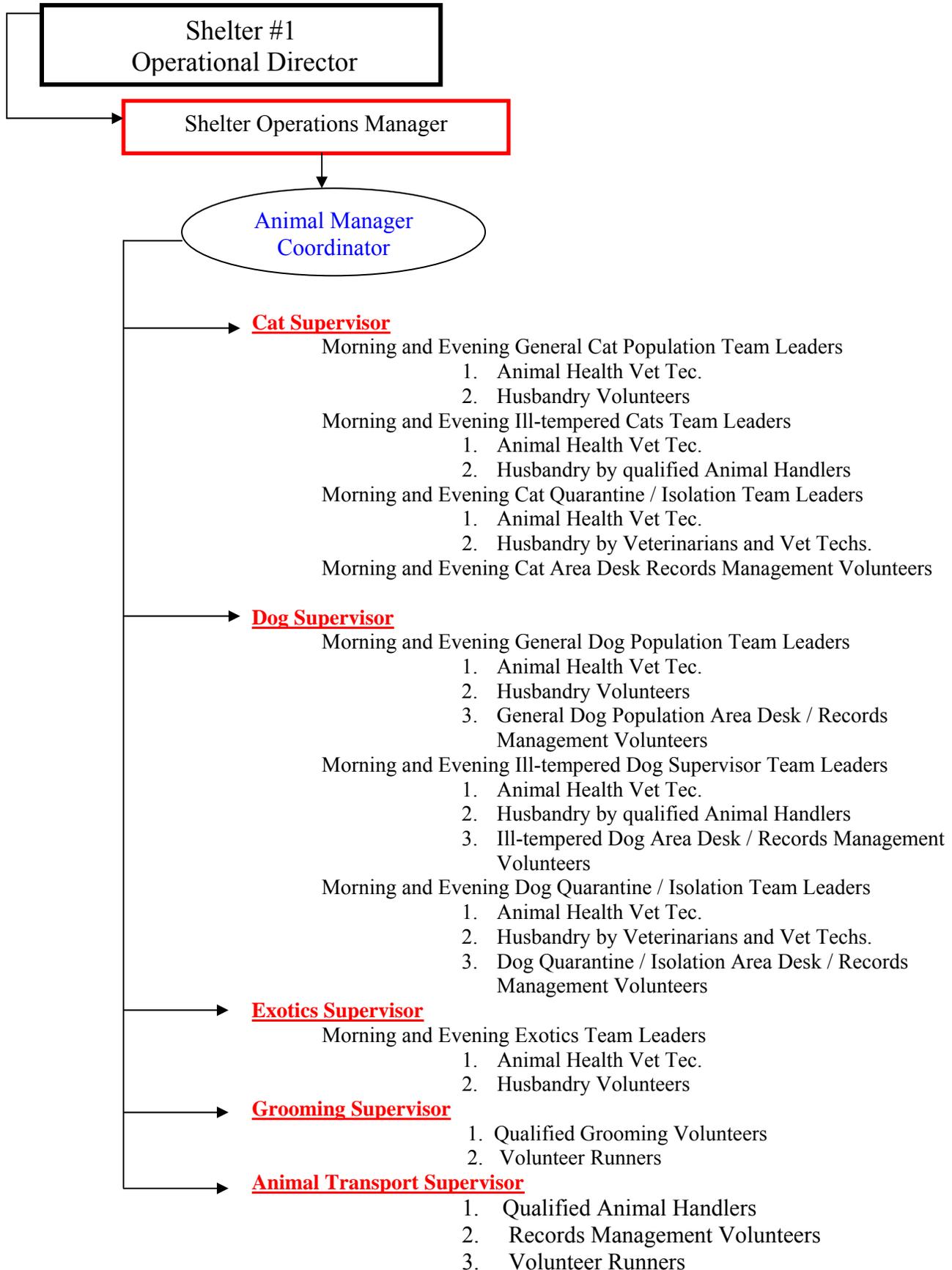
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

Pre-planning & Response

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Pre-planning & Response

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under "Unknown Owner" and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational

Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4) Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience – as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

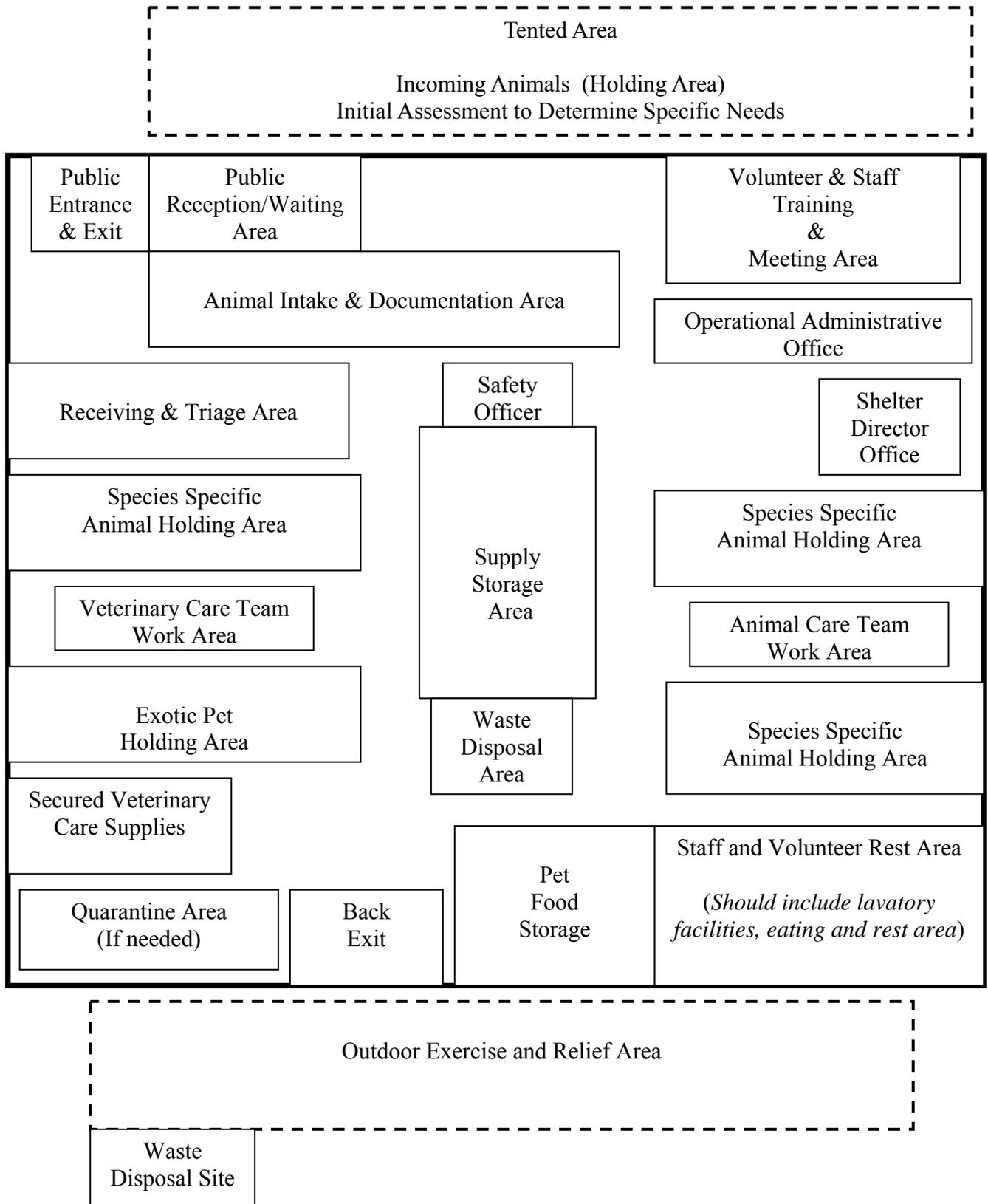
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community serving different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



Pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage & easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning



Cages arranged by species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals in separate areas within the same facility.



U.S. Department of Homeland Security - Federal Emergency Management Agency

Resource: Animal Protection: Small Animal Sheltering Team

Category: Animals and Agriculture Issues							Kind: Team	
Minimum Capabilities (Component)	Minimum Capabilities (Metric)	Type I	Type II	Type III	Type IV	Other		
Personnel	Number of People Per Response	22-person response team to set up and run a small animal shelter, consisting of: <ul style="list-style-type: none"> • 1 supervisor • 3 team leaders • 18 members for 3 shifts • 1 veterinarian/veterinarian technician Can deploy for a minimum of 7 days	5-person response team to advise and support local efforts to set up a small animal shelter with the goal for the locals to operate the shelter, consisting of: <ul style="list-style-type: none"> • 1 supervisor: organize and plan • 1 shelter manager: oversee shelter set up • 3 team members • 1 admin/finance team member, tracking animals coming in and logging out • 1 shelter operations member reporting to shelter manager • 1 logistics team, get equipment and supplies for shelter member All team members work with and train local resources Shelter manager will assign tasks to local shelter workers Can deploy for a minimum of 5 days	2-person advisory team to support local efforts to set up a small animal shelter Can deploy for a minimum 5 days				
Personnel	Number of Animals Affected							

Equipment		<p>Radio/walkie-talkie system; Cell phones; Pagers; Laptops; Base station; Fresh batteries; Administration/management kit with forms; Documents; Plans; SOPs; Manuals; Office supplies</p> <p>Basic handling equipment and supplies (gloves, control poles)</p> <p>Basic veterinary and medical supply kit, refer to American Red Cross/HSUS list</p> <p>(Crates and food will need to be supplied through local area procurement)</p>	<p>Radio/walkie-talkie system; Cell phones; Pagers; Laptops; Base station; Fresh batteries; Administration/management kit with forms; Documents; Plans; SOPs; Manuals; Office supplies</p> <p>Basic handling equipment and supplies (gloves, control poles)</p>	<p>Basic communication (cell phones) equipment; Laptop; Forms; SOPs</p>		
Vehicle		<p>1 four-wheel-drive pickup truck for supplies</p> <p>Plus other four-wheel-drive vehicles</p>	<p>2 large vehicles with four-wheel-drive for supplies</p>	<p>1 vehicle for transport</p>		
Training and Experience		<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B</p> <p>Pet First Aid/CPR course (American Red Cross/HSUS)</p> <p>Full-day emergency animal shelter course</p> <p>Minimum of 2 years of animal handling or sheltering experience</p> <p>Crisis animal behavior training as a separate course or as a part of other</p>	<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B</p> <p>Pet First Aid/CPR course (American Red Cross/HSUS)</p> <p>Full-day emergency animal shelter course</p> <p>Minimum of 2 years of animal handling or sheltering experience</p> <p>Crisis animal behavior training as a separate course or as a part of other</p>	<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B</p> <p>Pet First Aid/CPR course (American Red Cross/HSUS)</p> <p>Full-day emergency animal shelter course</p> <p>Minimum of 2 years of animal handling or sheltering experience</p> <p>Crisis animal behavior training as a separate course or as a part of other</p>		

		training course	training course	training course			
Personnel	Lead Time to Deploy	Minimum 48 hours	Minimum 24 hours	Maximum 24 hours			

Comments: Small animal refers to dogs, cats, rabbits, hamsters, gerbils, guinea pigs, birds, fish, and reptiles. Local volunteers can support all three types for shelter teams (nonanimal handling tasks, cleaning, and food prep). No sheltering for exotic animals.

Retrieved from: http://www.nimsonline.com/resource_typing/Animal%20Protection%20Small%20Animal%20Sheltering%20Team.htm

U.S. Department of Homeland Security - Federal Emergency Management Agency

Resource: Animal Protection: Large Animal Sheltering Team

Category: Animals and Agriculture Issues

Kind: Team

Minimum Capabilities (Component)	Minimum Capabilities (Metric)	Type I	Type II	Type III	Type IV	Other
Personnel	Number of People Per Response	<p>22-person response team to set up and run a small animal shelter, consisting of:</p> <ul style="list-style-type: none"> • 1 supervisor • 3 team leaders • 18 members for 3 shifts • 1 veterinarian/veterinarian technician <p>Can deploy for a minimum of 7 days</p>	<p>5-person response team to advise and support local efforts to set up a small animal shelter with the goal for the locals to operate the shelter consisting of:</p> <ul style="list-style-type: none"> • 1 supervisor: organize and plan • 1 shelter manager: oversee shelter set up • 3 team members • 1 admin/finance team member, tracking animals coming in and logging out • 1 shelter operations member reporting to shelter manager <p>1 logistics team: get equipment and supplies for shelter member</p> <p>All team members work with and train local resources</p> <p>Shelter manager will assign tasks to local shelter workers</p> <p>Can deploy for a minimum of 5 days</p>	<p>2-person advisory team to support local efforts to set up a small animal shelter</p> <p>Can deploy for a minimum 5 days</p>		
Equipment		Radio/walkie-talkie system; Cell phones; Pagers; Laptops; Base	Radio/walkie-talkie system; Cell phones; Pagers; Laptops; Base	Basic communication (cell phones) equipment; Laptop; Forms; SOPs		

		<p>station; Fresh batteries; Administration/management kit with forms; Documents; Plans; SOPs; Manuals; Office supplies</p> <p>Basic large animal handling equipment and supplies; Equine and livestock handling equipment (ropes, halters, leads)</p> <p>Basic veterinary and medical supply kit, refer to American Red Cross/HSUS list</p> <p>Portable pens and corrals for livestock</p>	<p>station; Fresh batteries; Administration/management kit with forms; Documents; Plans; SOPs; Manuals; Office supplies</p> <p>Basic large animal handling equipment and supplies (ropes, halters, leads)</p>			
Vehicle		<p>1 1-ton, 4x4 pickup with goose neck and other hitches</p> <p>1 box trailer (10,000 lbs GVW)</p> <p>1 SUV for personnel</p> <p>Plus other four-wheel-drive vehicles</p>	<p>2 large vehicles with four-wheel-drive for supplies</p>	<p>1 vehicle for transport</p>		
Training and Experience		<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B; Livestock in Disasters</p> <p>First Aid/CPR course for large animals (taught by veterinarians, equestrian centers, American Red Cross, HSUS)</p> <p>Full-day emergency animal shelter course</p>	<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B; Livestock in Disasters</p> <p>First Aid/CPR course for large animals (taught by veterinarians, equestrian centers, American Red Cross, HSUS)</p> <p>Full-day emergency animal shelter course</p>	<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B; Livestock in Disasters</p> <p>First Aid/CPR course for large animals (taught by veterinarians, equestrian centers, American Red Cross, HSUS)</p> <p>Full-day emergency animal shelter course</p>		

		Minimum of 2 years of large animal handling and operations experience Crisis animal behavior training as a separate course or as a part of other training course	Minimum of 2 years of large animal handling and operations experience Crisis animal behavior training as a separate course or as a part of other training course	Minimum of 2 years of large animal handling and operations experience Crisis animal behavior training as a separate course or as a part of other training course			
Personnel	Lead Time to Deploy	Minimum 72 hours	Minimum 24 hours	Maximum 24 hours			

Comments: Large animal refers to horses and livestock. Local volunteers can support all types for shelter teams. No sheltering for exotic animals.

Retrieved from: http://www.nimsonline.com/resource_typing/Animal%20Protection%20Large%20Animal%20Sheltering%20Team.htm

Pre-Planning

Emergency Animal Shelter Position Worksheet

Title	Name of Person	Address	Contact Number(s)	Secondary Contact Number(s)

Considerations for Emergency Animal Shelter Facility Selection

Site Location	Known Dangers to Facility
Indoor Outdoor Natural shading (trees) Available pavilion structure Weather shields (hedges, walls) Space for erecting tents Open space for exercising Fencing Handicapped Accessible Centrally located Other support services nearby (food vendors, supply stores, fire station, police station)	Earthquake faults Flood plain Storm surge area Wildfires Tornados Excessive heat/cold emergencies Hazardous material plant Hazardous disposal sites Railroad tracks Interstates Fuel storage depots
Possible Dangers of Structure	Floor Plan Considerations
Construction quality One-story structure Two-story structure Basement Stairs Handicapped Accessible Presence of interior “safe” areas Roof hurricane strapped or clipped Non-flammable roof Exposed electrical wiring Overloaded electrical wiring Old electrical wiring Adequate drainage in and around facility Area cleared around structure (fire safety) Number of large windows Number of windows Number of sliding glass doors	Division of Space (shelter operation needs) <ul style="list-style-type: none"> • Human reception area • Animal receiving area • Animal isolation • Animal triage • Veterinarian clinic • General animal population kennel area • Staff and volunteer eating and rest area • Meeting/training room • Operational administrative office/s • Animal exercise area • Secured and unsecured storage (supplies, food, records, controlled substances, etc.) • Waste area storage (indoor and outdoor) • Carcass disposal storage area Available parking for staff, volunteers, guests and semi truck delivery Garage area for securing transportation vehicles
Animal Accommodations and Holding Capacity	Structure Considerations
Available space for segregation of animal species Household Pets: <i>Domesticated Animals</i> <i>Dogs, cats, birds, rabbits, rodents and turtles</i> Farm Animals: <i>including horses</i> Exotic Animal: <i>reptiles, amphibians, fish, insects/arachnids</i> <i>Please refer to FEMA’s Disaster Assistance Policy for eligible reimbursement of sheltering and rescuing of animals.</i>	Smoke and carbon monoxide detectors installed Fire extinguishers installed Sprinkler system installed Adequate hoses or spigots attached to building Surfaces capable of being disinfected: (<i>concrete, vinyl, tile</i>) Electrical capacity (<i>high voltage/usage needed</i>) Overhead and or natural lighting capacity Ventilation system Climate control Inside running water access Drainage capacity Overhead lighting Lavatory facilities Loading ramps or dock area

(Identify) **SMALL / LARGE / EXOTIC Animal Shelter Site**
Initial Evaluation Assessment Form
(Duplicate for each possible site prior to final selection)

Site Address	Owner Information
Site Location	Known Dangers to Facility
Possible Dangers of Structure	Floor Plan Considerations
Animal Accommodations and Holding Capacity	Structure Considerations
Associated Costs	Other Considerations and Comments

Facility assessment completed on _____ by _____
 (Date) (Name and Title)

Complete this form referencing *Considerations for Emergency Animal Shelter Facility Selection (Attachment 59)*.

Local Emergency Animal Shelter Capacity Worksheet

Number of Animals	Animal Type	Number of Shelters	Duration of Days	Name of Facility	Location
Up to 50	Small				
51 – 100	Small				
101-500	Small				
500 –1000	Small				
1000 +	Small				
1 -25	Horses; Large				
26 – 50	Large				
51 – 100	Large				

Guidelines for Disaster Media Relations

For Example: Public Information Officer

The Public Information Officer (PIO) appointed by the Emergency Operations Center (EOC) will be responsible for circulating information concerning disaster mitigation, preparedness, response, and recovery to the general population of residents as well as members of the government, etc

1. Public service announcements will include but are not limited to:

- a. Resident preparedness.
- b. Community preparedness.
- c. Desired disaster response methods including recommended evacuation methods and transportation routes.
- d. Ideal evacuation sites including human and animal shelter locations, current capacities, recommended methods and documentation for check in procedures, etc.
- e. Contact information for various agencies will be included in the announcements for local residents who may need assistance. For example, Red Cross, animal shelters, emergency responders, etc.
- f. Recommended supply receiving points will be advertised.
- g. Overviews of animal shelter statistics including but is not limited to: found animals, unclaimed animals, deceased animals, holding capacity and time periods, shelter policies and procedures, etc.
- h. Information on threats of transmission of communicable diseases and/or zoonotic diseases, recommended courses of action, quarantine locations, quarantine procedures and protocols, etc.
- i. Animal-owner reunification processes.
- j. Information regarding volunteerism (how many volunteers are needed or not needed, the negative consequences that spontaneous volunteerism can create, volunteer reporting centers, etc).
- k. Websites that contain disaster specific information (if available) will be publicized.
- l. Long term community recovery efforts and activities will be included. For example, the importance of and what activities are being planned or are underway to help restore the community.

m. Constant situation updates on current weather, evacuation routes, supply route, shelter locations and available accommodations, animal shelter locations, shelter capacities for both humans and animals, found animals, unclaimed animals, threats of transmission of communicable diseases and quarantines, transportation routes, animal-owner reunification procedures, volunteerism, and any other information relevant to disaster situations that should be incorporated in the AR&R national strategy.

2. The PIO is also responsible for the organization of the dissemination of information across a variety of Medias.

- a. Televised public service announcements.
- b. Radio Broadcasts on both AM and FM channels.
- c. Websites.
- d. Posters and Flyers.
- e. Loud Speaker Announcements.

3. Flow of Activities

- a. PIO will receive intelligence from various emergency response actors and/or agencies.
- b. The PIO is also responsible for relying all of the received information to the EOC.
- c. The EOC will then aid in the decision making process of which and how information is presented to the general public.
- d. PIO staff and/or volunteers help the PIO prepare to address the public.

Templates for Email Responses

Template for requesting volunteer services

The _____ Emergency Animal Shelter is currently seeking the services of volunteers to care for animals that have been injured and/or displaced due to the latest disaster. Many positions need to be filled. Please note: that not all jobs involve the direct care and handling of the animals, and you may be asked to perform different tasks on different days. However, please realize that all jobs are vital to the daily functioning and overall success of the _____ Emergency Animal Shelter.

We are also seeking experienced and qualified _____ that can make their own travel and lodging arrangements and stay (if needed) for an extended period of time.

Please, if you are interested in providing your services, please contact _____ at _____.

We are also accepting monetary donations. You may donate to the _____ Emergency Animal Shelter directly at the facility or you may mail a check to:

Atten: Person
Emergency Animal Shelter
Address

Please make you checks payable to _____.

Thank you for your time,
Sincerely
Name
Title

_____ Emergency Animal Shelter

Template for requesting donations

Dear _____,

As you may know _____ has recently suffered the impact of _____. Many animals have been injured and displaced due to the disaster. We have established a local Emergency Animal Shelter whose goal is to provide animals adversely affected by the disaster adequate transportation and relocation, emergency medical care, and temporary, shelter, food and water. However, this can not be accomplished without the help of others. We are requesting donations of _____. We also accept monetary donations at the emergency shelter site or you can mail a check to:

Name of Person:

Address:

Please make checks payable to: _____.

Thank you for your help,
Sincerely,
Name
Title

_____ Emergency Animal Shelter

Response template for receiving donations of money, supplies etc.

Dear _____,

Thank you very much for your generous contribution of _____ to the _____ Emergency Animal Shelter.

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for turning down material supplies and requesting money

Dear _____,

Thank you for your offer to aid the _____ Emergency Animal Shelter through a charitable donation of _____. Currently this shelter has reached its limited amount of storage for animal care supplies and materials. We are graciously requesting, that your donation come in monetary form, so that we may purchase the necessary supplies as needed to ensure that the injured and displaced animals receive the supplies that they need. Unfortunately, this shelter has a very limited space to store all of the items that will be needed throughout our course of operation.

We accept monetary donations at the emergency shelter site or you can mail a check to:

Name of Person:

Address:

Please make checks payable to: _____.

Thank you for your understanding and willingness to help in times of crisis

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for requesting animal fostering volunteers

Dear _____,

Thank you for offering to provide foster care to the displaced animals at the _____ Emergency Animal Shelter. Please register with _____. Thank you for your assistance.

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for local volunteer solicitation

Dear _____,

Thank you for offering to volunteer at the _____ Emergency Animal Shelter. We are currently asking all new volunteers to work in shifts. The different shifts are from _____ . Also please bring the following materials with you when you report to the shelter: drivers license or identification card, _____.

We are in need of volunteers to fill many different positions. Please note: that we need all types of assistance at the Emergency Animal Shelter. Therefore, shelter staff may need to fill positions that do not call for the direct care and/or handling of the animals being housed at the shelter. Jobs you may be asked to perform may vary on a daily basis. However, all jobs are vital to the daily functioning and performance of our establishment.

Please note: this shelter does not allow children under the age of _____ to enter the facility.

Thank you once again for offering your time to help those animals in need,

Name
Title
Emergency Animal Shelter

Response template for volunteer solicitation-out of the area

Dear _____,

Thank you for offering your assistance to the _____ Emergency Animal Shelter. We have also received numerous offers from individuals in the local or neighboring areas. We are currently looking to obtain the services of the following: _____

However, we will keep your contact information on hand if we should need your assistance in the future. Please note that there may be other emergency animal shelters that are in need of your assistance. Once again thank you for your willingness to donate your time and services to aid the animals in need.

Sincerely,

Name
Title
_____ Emergency Animal Shelter

Disaster Preparedness Guidelines for Livestock Owners

Published by the Indiana State Board of Animal Health

Before:

- Familiarize yourself with the types of disasters that could occur in your area, including man-made situations such as chemical spills near highways. Develop a written plan of action for each. Include a list of resources (suppliers, trucks and trailers), evacuation sites, emergency phone numbers and people who can help during an emergency. Store a copy with important papers. Review the Disaster Plan regularly with everyone involved.
- Survey your property for the best location for animal confinement in each type of disaster. Identify food and water sources that do not rely on electricity, which could be lost during an emergency.
- Decide where to take the animals if evacuation is necessary. Contact fairgrounds, other producers (especially those with empty barns and pastures), stockyards and auction markets about their policies and ability to take livestock temporarily in an emergency. Have several sites in mind, in case your first choice is unavailable.
- Familiarize yourself with several evacuation routes to your destination. Avoid routes likely to be heavily traveled by people.
- Photograph, identify (brands, ear tags, nose prints, etc.) and inventory (by age, sex, weight, breed) your animals. Identify in a written list which animals (such as breeding stock) are of the most high priority or most valuable, in the event only some of them can be saved. Make sure others know your plans. Keep copies with important papers.
- Keep vaccinations and boosters up-to-date. Record the dates, dosages, and types of medications and health products the animals have received. Record dosing instructions and dietary requirements. Keep this information with the Disaster Plan
- Compile an Emergency Disaster Kit. Make sure it is always ready

During:

- Listen to the Emergency Broadcast System radio/tv station
- If possible, evacuate your livestock early to ensure their safety, protect your investment and ease your stress. Better safe than sorry!
- If you evacuate your livestock, take all vaccination and medical records, the Emergency Disaster Kit, and enough hay, feed and water for a minimum of 48 hours. Call ahead to your destination to make sure the site is still available.
- Don't forget Biosecurity measures if you evacuate - especially if you know your herd is under quarantine or has a communicable disease.
- If you must evacuate without your animals, leave them in a pre-selected area appropriate for disaster types. Leave enough hay, food and water for 48 hours to 72 hours. See disaster feed guide for guidelines. Do not rely on automatic watering systems; power may be lost.

After:

- Check fences; be sure they are intact. Check pastures and fences for sharp objects that could injure the livestock
- Beware of downed power lines.
- Beware of raccoons, skunks and other wild animals that may have entered the area and could pose a danger to your animals.
- If animals are lost, contact veterinarians, humane societies, stables, surrounding farms and other facilities. Listen to the Emergency Broadcast System for groups that may be accepting lost animals.
- Check with your veterinarian and State Board of Animal Health for information about possible disease outbreak.

Emergency Disaster Kit		
Portable radio Extra Batteries Animal Restraint Equipment Water Buckets	Portable Generators First Aid Kit Stored Feeds Flashlights	Sharp Knife Wire cutters Ropes, Halters Bleach, Lime

Disaster Preparedness Guidelines for Bird Owners

Published by the Indiana State Board of Animal Health

Before:

- Familiarize yourself with the types of disasters that could occur in your area. Develop a written plan of action for each. Include a list of resources (suppliers, safe shelters, etc.), evacuation sites, emergency phone numbers and people who can help during an emergency. Keep the plan with important papers. Review the Disaster Plan regularly with everyone involved.
- Because animals are not allowed in emergency shelters for people, survey your home for the best location to leave your bird in the event you cannot take it with you. Birds should be housed off the floor, in their cages, away from drafts and other animal species. Bathrooms or areas with doors, but no windows, are best.
- Decide where to take your birds if evacuation is necessary. Contact veterinarians and humane societies ahead of time about their policies and ability to take pets in emergencies. Have several sites in mind, in case your first choice is unavailable. The home of a friend or relative outside the disaster area is best. Move the pet early, if possible.
- Familiarize yourself with several evacuation routes to your destination. Avoid routes heavily traveled by people.
- Permanently identify birds by microchip or leg bands. Record breed, sex, age (if known) and color. Keep copies, along with a current photo of each bird, with important papers.
- Keep vaccinations and boosters up-to-date. Record the dates, dosages, and types of medications/health products the birds have received. Record dosing instructions and dietary requirements. If the bird is on medication, keep a one-week to two-week supply on hand. Store information with the Disaster Plan and other papers.
- Compile an Emergency Disaster Kit. Make sure it is always ready.

During:

- Listen to the Emergency Broadcast System radio/TV station. Keep birds caged; they may sense danger and be difficult to capture.
- If possible, evacuate your birds early to ensure their safety and ease their stress. Do not endanger yourself or others in a rescue.
- If you evacuate with your birds, take all vaccination and medical records, and the Emergency Disaster Kit with you. Call ahead to your destination to make sure the site is still available.
- If you must evacuate, and cannot take your birds, leave them in a pre-selected area appropriate for disaster type. Cover the cage with a light cloth or sheet. Take all vaccination/medical records and identification photos with you when you depart.

After:

- Check your bird for injury and exposure to chemicals. Contact your veterinarian, if you have any concerns.
- Monitor your bird closely for several days after a disaster. Many commonly show signs of disease (respiratory, gastrointestinal, etc.) several days following a stressful episode. Consult a veterinarian immediately at any signs of lethargy, loss of appetite, loose stool, depression, injury, or sitting on cage bottom.
- If you have to move to new surroundings, do not remove your bird from its cage until it is calm; then do so only in a closed room. Frightened birds may become aggressive or fly away.
- If your bird has been without food or water for a prolonged period of time, give it small amounts every few hours for several days. Allowing the bird to gorge can be harmful. Work up to a normal volume of food gradually.
- Let your bird have plenty of uninterrupted sleep to recover from the stress and trauma. Birds will usually remain calm in isolated, darkened areas, with cages covered.

Emergency Disaster Kit	
Transportable cage Two-week supply of food Newspaper Cage cover/blanket Hot water bottle	Two-week supply of water No spill food and water bowls/dispensers Paper towels and plastic bags for clean up First aid kit Toys

Disaster Preparedness Guidelines for Horse Owners

Published by the Indiana State Board of Animal Health

Before:

- Familiarize yourself with the types of disasters that could occur in your area. Develop a written plan of action for each. Include a list of resources (suppliers, trucks and trailers, etc.), evacuation sites, emergency phone numbers and people who can help during an emergency. Keep the plan with important papers. Review the Disaster Plan regularly with everyone involved. Post emergency numbers in a visible location in the stable or barn.
- Survey your property for the best location for animal confinement. Identify food and water sources that do not rely on electricity, which could be lost during an emergency.
- Decide where to take your animals if evacuation is necessary. Contact fairgrounds, race tracks, equestrian centers, private farms/stables and humane societies about their policies and ability to take horses in emergencies. Have several sites in mind, in case your first choice is unavailable.
- Familiarize yourself with several evacuation routes to your destination. Avoid routes likely to be heavily traveled by people.
- Permanently identify horses by tattoo or microchip; or temporarily with fetlock or neck identification bands or a halter with identification attached; or painted/etched hooves. Photograph the left and right sides of each horse, as well as its face and medial and lateral lower legs. Record its breed, sex, age and color. Keep copies with important papers.
- Keep vaccination and boosters up-to-date, including a current Coggins Test. Record the dates, dosages and types of medication/health products the animals received. Record dosing instructions and dietary requirements. Keep this information with the Disaster Plan.
- Clearly identify for volunteers which animals should be evacuated first, in the event that not all animals can be moved. Make sure all personnel are aware of your wishes.
- Compile an Emergency Disaster Kit. Make sure it is always ready.

During

- Listen to the Emergency Broadcast system radio/TV station.
- If possible, evacuate your horses early to ensure their safety and ease your stress. Also take dogs, cats and other pets.
- If you evacuate your horses, take all vaccination and medical records, and the Emergency Disaster Kit. Call ahead to your destination to make sure the site is still available, as well as availability of water and hay at the site.
- If you must evacuate, but you cannot take your animals, leave them in the pre-selected area appropriate for disaster type. The animals should have enough freely available food for 48 hours to 72 hours. Do not rely on automatic watering systems; power may be lost. Take all vaccination/medical records and identification photos with you when you depart.

After

- Use caution when leaving your horses outside after a disaster. Familiar scents and landmarks may be altered; animals could become confused and lost. Place them in a secured area.
- Check fences; be sure they are intact. Check pastures and fences for sharp objects that could injure a horse.
- Beware of downed power lines. Beware of raccoons, skunks and other wild animals that may have entered the area and could pose a danger to your horse.
- If a horse is lost, contact veterinarians, humane societies, stables, surrounding farms and other facilities. Listen to the Emergency Broadcast system for groups that may be accepting lost animals.
- If you find a horse, isolate it from your animals until it can be returned or a veterinarian has examined it.
- When approaching unknown or frightened horses, be very cautious. **Always work in pairs.**
- Check with your veterinarian and the State Board of Animal Health for information about possible disease outbreaks.

Emergency Disaster Kit		
Water Bucket Leg wraps Leads, halters, shanks Plastic trash barrel with lid Shovel	Portable radio Extra Batteries Lime, bleach First Aid items Flashlights	Sharp Knife Tarpaulins Wire cutters Fly spray

Media Contacts Poster

Insert photos of media contact persons

**Media must be accompanied by either _____,
Public Information Officer for the
_____ Emergency Animal Shelter,
or
_____,
Director for the
_____ Emergency Animal Shelter.**

**Photographs and filming are allowed, but only if
the media person is escorted by one of the
two above media contacts.**

**Media who want to tour the facility
must contact _____ to obtain access.**

**Contact Info: _____(NAME)
(###) ###-#### office
(###) ###-#### - cell**

Pre-planning & Response

Animal Registration: Needed Team Resources and Procedures

<u>Suggested Supplies & Equipment</u>	<u>Suggested Staff Members</u>	<u>Documentation & Forms</u>
<ul style="list-style-type: none"> <input type="checkbox"/> Tables <input type="checkbox"/> Chairs <input type="checkbox"/> Clipboards <input type="checkbox"/> Writing utensils <input type="checkbox"/> Permanent markers <input type="checkbox"/> Duct tape <input type="checkbox"/> Files & file cabinets <input type="checkbox"/> Paper <input type="checkbox"/> Computer & printer <input type="checkbox"/> Animal ID tags <input type="checkbox"/> Camera (photo documentation) <input type="checkbox"/> Microchip Scanner <input type="checkbox"/> Mega phone <input type="checkbox"/> Communication devices <input type="checkbox"/> Fans <input type="checkbox"/> Other 	<ul style="list-style-type: none"> <input type="checkbox"/> Registration desk personnel <input type="checkbox"/> Photographer <input type="checkbox"/> Animal Handler <input type="checkbox"/> Runners <input type="checkbox"/> Other 	<ul style="list-style-type: none"> <input type="checkbox"/> Emergency Animal Shelter Registration Information <input type="checkbox"/> Kennel Card <input type="checkbox"/> Shelter Liability Release <input type="checkbox"/> Emergency Animal Shelter Supply & Equipment Order Form <input type="checkbox"/> Emergency Animal Shelter Temporary Animal Sign In/Out Log <input type="checkbox"/> Other

Registration Procedures

Live Animal Registration Procedures

1. Complete an animal shelter registration form
2. Complete and attach animal kennel card
3. Obtain a shelter liability release form
4. Take a photograph of each animal, with owner when possible, admitted into the emergency animal shelter (preferably two photos should be taken; one attached to the kennel card and attach one to animal registration form)
5. Obtain any other relevant live animal registration documentation if available:
 - a. Proof of ownership (copy)
 - b. Vaccinations and medical history (copy)
 - c. New vaccinations documentation (given on site)
 - d. Special needs
 - e. Photo of animal and owner together

Registration Procedures for Deceased Animals

1. Complete animal shelter registration form as much as possible
2. Place a copy or a second photograph in a large photo album so that owners with missing pets may attempt to locate their animals

Guidelines for Animal Intake and Animal-Owner Reunification

1. Emergency responders will attempt to rescue all vulnerable companion animal populations in disaster situations along with their owners.
2. Emergency responders will evacuate and/or transport all displaced animals to one emergency shelter location. If there is more than one emergency shelter operating then the EOC and each shelter should have designated procedures that dictate which areas and/or animals will come to their locations.
3. Emergency responders should be outfitted with materials to label any unidentified animals and/or document any deceased animals found as well.
 - a. Disposable collars and/or forms should be filled out on site to ensure the area or address where the animal was located when rescued is recorded.
 - b. This identification should remain with that animal at all times.
4. Houses that have been searched for animals should be clearly labeled to reduce duplicated efforts.
5. Emergency responders should transport the animals to the designated emergency animal shelter site/s, or coordinate with stationed LEART members and volunteers who will provide the secondary transportation to the emergency animal shelter/s.
6. Upon arrival at the shelter location, the rescue information will then be recorded by emergency animal shelter personnel with one copy remaining with the animal and one for shelter records.
 - a. Information collected should include but is not limited to: owner's name (if available), address, location or area found, rescue officer information, photographs, and distinguishing characteristics, animal's disposition, and noticeable injuries.
7. An animal shelter registration form will be completed for animals with known/unknown owners. Photographs will be completed for the shelter file, the animal kennel card, and if needed one separate photo for unknown animals should be collected.
 - a. A registration form and a separate photo album of deceased animals should also be kept at the shelter site in case animal owners are looking for their pets who may have perished.
8. A liability release form will be developed that will explain the obligations of the animal owners concerning the emergency sheltering of their animals. For example, length of the animal holding period, date to be reclaimed, animal medical waivers, shelter rules and regulations, foster and adoptions protocols, and consequences if the contract is breached should be expressed to all animal owners admitting their animals into the emergency shelter/s.
9. All animals admitted to the shelter will be confined in a labeled kennel during the duration of their stay at the emergency shelter site unless they are being handled by shelter staff and/or owners, or authorized personnel.

10. If needed, an attempt should be made to try and transport all identified animals to owner preferred contacts out of the disaster area in an effort to reduce shelter overcrowding.
11. All volunteers must be certified and well trained in emergency animal sheltering. At no time should identification be taken off of the animals.
12. Care logs will be established and maintained for each animal.
13. Information about the emergency animal shelters should be relayed to the Public Information Officer (PIO) for the creation of public service announcements (PSA) which then should be transmitted via any available media (i.e.- television, internet, radio broadcasting, posters, loud speakers, etc.). Possible information that should be included in the PSA would inform residents on emergency shelter operations, locations, animals being housed, animal transfers, reclaiming deadlines, etc.
14. Preferably, a comprehensive database should be set up so that animal owners can go online and look for their animals.
15. If animal owners make no attempt to reclaim their animals or contact the emergency shelter after the signed contracts have expired, and all attempts to get in touch with the owners have failed, then animals still remaining at the emergency shelter location should be transferred to a permanent shelter facility.
16. All documentation will be transported with that animal.
17. Public service announcements should continue with updates on where the animals have been relocated to.
18. Receiving facilities should receive a copy of the displaced animal's file including care logs and any other relevant documentation or information.

Please reference attachments: animal registration form, kennel card, shelter release of liability forms

Lost Animal Form

SOG

Purpose:

- To enable a field rescue team to go to enter a person's private property and look for their animals.
- To document animals reported missing by owners.
- To facilitate the unification of animal and rightful owner.

Process

Claimants must complete this document before viewing the stray animal book or searching a shelter:

- They may not claim an animal not described on the form in advance.
- Any photos or lost posters should be attached to the lost animal form.

Shelter workers should compare all animals brought into the shelter with animals reported lost and documented on this form:

- Shelter workers that connect an animal in care to a Lost Animal Form should contact the reporting party for possible identification.
- Shelter workers that positively connect an animal in care to an owner should write the intake number in the upper right hand corner and place it with the intake form.

Completing the form:

- Complete one form for each animal reported missing.
- Intake Volunteer must indicate their name, the date, and location they completed the form.

Owner Information

This should be the owner's current information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animal Location

This is the last place/address the animal was seen by the owner.

Animal Information

This needs to be as thorough as completely as possible. Owners may need assistance here.

Medical Information

Veterinarian may have information useful to reunite lost animals. They may be located from a local telephone book or a Web site.

Contacts

List the names of other organizations where the animal has been reported missing. Shelter workers can use this info to cross-reference with other organizations.

Final Status of Animal

Complete to close out file.

INTAKE NUMBER

Lost Animal Form

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ATTACH PICTURE HERE

TODAY'S DATE:	INFORMATION RECEIVED BY: (PLEASE PRINT)
WHERE WAS THIS FORM COMPLETED?	
<input type="checkbox"/> TEMPORARY ANIMAL SHELTER <input type="checkbox"/> HUMAN EVACUATION SHELTER <input type="checkbox"/> FIELD <input type="checkbox"/> OTHER _____	

OWNER INFORMATION		
NAME:	ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: () () ()	WORK PHONE: () () ()	CELL PHONE: () () ()
ALT. PHONE: () () ()	E-MAIL ADDRESS:	

ANIMAL LOCATION	
DATE LAST SEEN:	LOCATION:

ANIMAL INFORMATION			
<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> OTHER: _____			AGE: _____
<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE <input type="checkbox"/> NEUTERED <input type="checkbox"/> SPAYED <input type="checkbox"/> UNKNOWN	BREED: _____		<input type="checkbox"/> SMALL <input type="checkbox"/> MEDIUM <input type="checkbox"/> LARGE
FUR LENGTH: _____	COLOR(S): _____	TAIL: <input type="checkbox"/> LONG <input type="checkbox"/> SHORT <input type="checkbox"/> CURLY <input type="checkbox"/> BUSHY <input type="checkbox"/> DOCKED	EARS: <input type="checkbox"/> ERECT <input type="checkbox"/> FLOP <input type="checkbox"/> CROPPED
DISTINGUISHING MARKS?			
ANIMAL'S NAME:		<input type="checkbox"/> MICROCHIP <input type="checkbox"/> TATTOO NUMBER: _____	
COLLAR? <input type="checkbox"/> YES <input type="checkbox"/> NO		ID TAG? <input type="checkbox"/> YES <input type="checkbox"/> NO	
TYPE/COLOR: _____		NAME/PHONE NUMBER: _____	
COUNTY RABIES LICENSE NO./YEAR:			ISSUING COUNTY:

MEDICAL INFORMATION		
VETERINARIAN NAME:	PHONE NUMBER:	
ADDRESS:	ARE VACCINATIONS CURRENT?	
	<input type="checkbox"/> YES <input type="checkbox"/> NO DATE LAST GIVEN: _____	
ANIMAL ON ANY MEDICATION?	FREQUENCY?	WHEN WAS MEDICATION LAST GIVEN?
<input type="checkbox"/> YES <input type="checkbox"/> NO TYPE: _____		DATE: _____ TIME: _____

CONTACTS
WHO ELSE HAVE YOU NOTIFIED THE ANIMAL IS MISSING?

COMMENTS	FINAL STATUS OF ANIMAL
	FOR OFFICIAL USE ONLY <input type="checkbox"/> OWNER LOCATED <input type="checkbox"/> MATCHED WITH INTAKE ANIMAL <input type="checkbox"/> DECEASED <input type="checkbox"/> UNKNOWN AFTER 30 DAYS

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Request for Animal Rescue Form SOG

Purpose: To document requests for animal rescue.

Process

1. Intake Volunteers must be sure to print their name, date and time, and location for follow-up as necessary.
2. This form should be printed in duplicate copy if not an NCR form:
 - One stays in the master form file.
 - One goes with the field rescue team.
3. Never assign more than five animals to each form. Keep multiple forms together for a single property; they will be assigned to one team.
4. Intake Volunteers should never promise when a rescue will be attempted. Inform the Reporting Party (RP) that:
 - Requests are forwarded the Animal Rescue Group/Branch.
 - RPs will be contacted if field rescue teams determine a result.

Priority Status

- Urgent – the animal is in a life-threatening situation, without food or water for several days.
- 2 Day – the animal needs attention but it is not in danger.
- 3 Day – the animal is known to be safe but needs to be reunited with owner.

Note: Intake volunteer should use sound judgment to determine an animal's priority status while interviewing the RP. When in doubt, sooner is always better.

Reporting Party

Requests may be received from the owner, a second party, or other animal agency:

- Request should come from the owner, if possible
- Request should be given in-person, if possible, to obtain a signature.
- Only the owner or tenant may give legal permission to enter a property.
- Must have complete and current contact information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animals to be Rescued

Complete information is important for rescue teams as well as owners. It helps the rescue teams identify:

- The correct animal(s).
- Safety issues.
- Equipment needs.

Animal Location

Complete location information is important for rescue teams. Include:

- Landmark directions to the property as street signs may be down.
- Any hiding spots that the team may find the animal; this can speed rescue and reduce the animal's stress.

Permission to Rescue

Only owners or tenants may give permission to enter a property:

- Should be done in person:
 - Obtain owner/tenant signature.
 - Check photo ID or utility bill against the address.
- Verbal permission may also be given – Information must read to the owner.

Result of Rescue Efforts

Completed by rescue team:

1. The animal is identified by the number assigned in the “Animals to be Rescued” section (1 – 5).
2. Date of each attempt.
3. Rescue teams must update the master file at the end of each operational period on the result of rescue efforts.
4. All rescued animals must go through the intake process:
 - Attach a copy of the rescue request to the proper intake form.
 - Do not remove the original rescue request form from the "Active" file until there is a conclusion with each animal listed.
5. File all original closed out rescue request forms in the “Completed” file.

Request for Animal Rescue

REPORTING DATE:	TIME (include AM/PM):	INFORMATION TAKEN BY (PLEASE PRINT):	LOCATION FORM FILED:
-----------------	-----------------------	--------------------------------------	----------------------

PRIORITY STATUS			
<input type="checkbox"/> URGENT	<input type="checkbox"/> 2 DAY	<input type="checkbox"/> 3 DAY	<input type="checkbox"/> OWNER REQUESTED <input type="checkbox"/> REPORTED BY OTHER PARTY <input type="checkbox"/> AGENCY REQUEST

REPORTING PARTY		
NAME: (include agency if applicable)	ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: ()	WORK PHONE: ()	CELL PHONE: ()
ALT. PHONE: ()	E-MAIL ADDRESS:	
<input type="checkbox"/> YES <input type="checkbox"/> NO DOES THIS ANIMAL(S) BELONG TO THE REPORTING PARTY?		IF NOT, WHO DOES THIS ANIMAL BELONG TO? (provide name, address and phone number if known.)

ANIMALS TO BE RESCUED							
#	TYPE	GENDER	BREED	COLOR	SIZE	AGGRESSIVE	CONFINED
1						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
2						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
3						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
4						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
5						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO

ANIMAL LOCATION			
ANIMAL(S) LAST SEEN: DATE: _____ TIME: _____	ARE THERE PEOPLE WITH THE ANIMAL(S)? IF YES, WHO? <input type="checkbox"/> YES <input type="checkbox"/> NO NAME: _____	IS/ARE THE ANIMAL(S) BEING FED? <input type="checkbox"/> YES <input type="checkbox"/> NO	LAST TIME FED?
WHERE IS/ARE THE ANIMAL(S) LOCATED?: ADDRESS:		CITY:	
DIRECTIONS TO RESCUE AREA:			
LANDMARKS:			
LOCATION OF ANIMAL(S) ON PROPERTY:			

PERMISSION TO RESCUE	
<ul style="list-style-type: none"> • The animal(s) listed above is/are legally mine and I can show proof of ownership. • I give permission to _____ volunteers to enter my property to rescue the animals I have listed above. • I do not hold the staff or volunteers liable if they are not able to save the animal(s) I have requested be rescued. I understand that sometimes circumstances beyond control prevents this from happening. • I do not hold the staff or volunteers liable for any damage done to my property while attempting to rescue the animals listed above. (Every effort will be made to leave the owner's property in the same condition it was when the volunteer entered the property.) • Key provided: <input type="checkbox"/> YES <input type="checkbox"/> NO • Permission to force entry: <input type="checkbox"/> YES <input type="checkbox"/> NO 	
SIGNATURE: _____ DRIVER LICENSE #: _____ DATE: _____	
<input type="checkbox"/> VERBAL PERMISSION GIVEN	

RESULT OF RESCUE EFFORTS	
ACTION	ANIMAL NUMBER (as noted in "ANIMALS TO BE RESCUED" section) and DATE
RESTRICTED ENTRY INTO THE AREA	
UNABLE TO FIND ANIMAL(S)	
RESCUED	
COULD NOT BE FOUND	
COULD NOT BE CAUGHT	
DECEASED	

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Animal Intake Form SOG

Intake forms should be printed on three-part colored (white, yellow, pink) NCR paper:

- White copy stays with the originating agency.
- Yellow copy goes with the animal if transferred.
- Pink copy goes with the owner or is transferred with the animal if no owner is identified.

Never place the intake paperwork on the animal's kennel or crate.

Purpose: The intake form tracks an animal while in care.

Intake Number: This unique number, preceded by your organizations nine digit Zip code (Zip + 4) or postal code, can be preprinted by the print shop.

Note on above: We suggest adding your Zip/Postal code because some incidents involve multiple agencies. Nine digit Zip codes can be traced back to a specific address in the USA. This may be helpful when animals are moved in large disasters. Paperwork can become separated from an animal and this can help re-identify the animal by connecting the animal to the agency that registered the animal.

Today's Date: the date the animal was brought to the shelter.

Arriving Status of Animal:

- Rescued – can be by field team or other.
- Dropped off - can be by owner or other
- Dead on Arrival.

Received by: The printed name of the person filling out the intake form.

Requested Rescue: If the animal being “in-processed” was rescued at the request of the owner, a copy of the rescue request, found in the “Active” file should be placed with the intake form. The owner requesting the rescue should be notified that the animal has arrived at the shelter.

Offsite Status: Used to track the location of the animal whenever it leaves and returns to the shelter, such as for a vet visit.

Are you the owner? This is used to establish if the person bringing in the animal is the owner, family, friend or Good Samaritan.

Contact Information: Completed by the owner or person dropping off the animal. Information listed should be the current address and phone number of where this person is staying during the disaster.

- **Permission to foster?** – can only be given by the owner.
- **Surrendered?** – can only be surrendered by the owner.

Location of Animal Pickup: Must be completed by the field team or person dropping off the animal. Obtain as much information as possible, including street names and landmarks.

Animal information:

- Be as detailed as possible.
- Be sure to denote any distinguishing markings.
- Scan for a microchip and note whether located.
- Note any tag information found on a collar and do not remove the collar unless it is a danger to the animal.
- Note if the animal is aggressive or a possible fear -biter.
- **Has animal bitten anyone** – during the rescue, during intake, and ask the owner for bite history.

Attempts to Contact Owner: If microchip, tags, address or any other identifying owner information are present, denote any attempts to contact the owner.

Animal Intake Form

This form created by United Animal Nations. (916) 429-2457. Reprint and use by permission only. Revised 11/2006.

TODAY'S DATE: _____	RECEIVED BY: (PLEASE PRINT) _____	OFFSITE STATUS (If Applicable)
ARRIVING STATUS OF ANIMAL	REQUESTED RESCUE? <input type="checkbox"/> YES <input type="checkbox"/> NO	OUT DATE LOCATION RETURN DATE
<input type="checkbox"/> RESCUED <input type="checkbox"/> DROPPED OFF <input type="checkbox"/> DEAD ON ARRIVAL	IF YES, WHO REQUESTED IT? <input type="checkbox"/> OWNER <input type="checkbox"/> OTHER _____	_____ _____ _____

ARE YOU THE OWNER? YES NO If not, what is your relationship to the animal? _____

CONTACT INFORMATION			
NAME: _____	ADDRESS: _____	CITY/STATE/ZIP: _____	
HOME PHONE: () _____	WORK PHONE: () _____	CELL PHONE: () _____	
ALT. PHONE: () _____	E-MAIL ADDRESS: _____		
PERMISSION TO FOSTER? <input type="checkbox"/> YES <input type="checkbox"/> NO	SURRENDERED? <input type="checkbox"/> YES <input type="checkbox"/> NO	DRIVERS LICENSE NO.: _____	STATE: _____

LOCATION OF ANIMAL PICKUP (Give address if known and landmarks)

ANIMAL INFORMATION			
<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> REPTILE <input type="checkbox"/> OTHER: _____		<input type="checkbox"/> LITTER (Under 8 weeks old) NUMBER IN LITTER: _____	
<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE	<input type="checkbox"/> NEUTERED <input type="checkbox"/> SPAYED <input type="checkbox"/> UNKNOWN	BREED: _____ <input type="checkbox"/> SMALL <input type="checkbox"/> MEDIUM <input type="checkbox"/> LARGE	
AGE: <input type="checkbox"/> YOUTH <input type="checkbox"/> ADULT <input type="checkbox"/> SENIOR	TAIL: <input type="checkbox"/> LONG <input type="checkbox"/> SHORT <input type="checkbox"/> CURLY <input type="checkbox"/> BUSHY <input type="checkbox"/> DOCKED	EARS: <input type="checkbox"/> ERECT <input type="checkbox"/> FLOP <input type="checkbox"/> CROPPED	
FUR LENGTH: _____	COLOR(S): _____	IF CAT, IS IT DECLAWED? <input type="checkbox"/> YES <input type="checkbox"/> NO	
DISTINGUISHING MARKS? _____			
ANIMAL'S NAME (if known): _____		<input type="checkbox"/> MICROCHIP <input type="checkbox"/> TATTOO NUMBER: _____	
COLLAR? <input type="checkbox"/> YES <input type="checkbox"/> NO		ID TAG? <input type="checkbox"/> YES <input type="checkbox"/> NO	
TYPE/COLOR: _____		NAME/PHONE NUMBER: _____	
COUNTY RABIES LICENSE NO./YEAR: _____	ISSUING COUNTY: _____	ATTEMPT TO CONTACT COUNTY (Date & Result): _____	
IS ANIMAL AGGRESSIVE? <input type="checkbox"/> YES <input type="checkbox"/> NO (If YES, Mark Cage)	IF YES, WHAT IS THE ANIMAL AGGRESSIVE TOWARD? <input type="checkbox"/> PEOPLE <input type="checkbox"/> DOGS <input type="checkbox"/> OTHER ANIMALS	HAS ANIMAL BITTEN ANYONE? <input type="checkbox"/> YES <input type="checkbox"/> NO	

ATTEMPTS TO CONTACT OWNER		
DATE: _____	RESULT: _____	BY: _____
DATE: _____	RESULT: _____	BY: _____
DATE: _____	RESULT: _____	BY: _____

MEDICAL INFORMATION			
KNOWN DISEASE STATUS: TYPE: _____	<input type="checkbox"/> POS <input type="checkbox"/> NEG	TYPE: _____	<input type="checkbox"/> POS <input type="checkbox"/> NEG
KNOWN VACCINATION STATUS: TYPE: _____	<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR	LOT #: _____	_____
TYPE: _____	<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR	LOT #: _____	_____
TYPE: _____	<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR	LOT #: _____	_____
KNOWN INJURIES/MEDICAL HISTORY: _____			
MEDICATIONS NEEDED: _____			

DEPARTING STATUS OF ANIMAL			
DATE RECLAIMED: _____	OWNER'S SIGNATURE: _____	DRIVER'S LICENSE NO.: _____	STATE: _____
	PRINT NAME: _____	PHONE NO.: _____	
DATE FOSTERED/ADOPTED: _____	(Attach completed foster/adoption agreement to intake form)		PHONE NO.: _____
	SIGNATURE: _____	PRINT NAME: _____	
DATE EUTHANIZED: _____	REASON: _____		
	VETERINARIAN (signature) _____		PRINT NAME: _____

WHITE COPY – RESPONDING AGENCY YELLOW COPY – OTHER AGENCY PINK COPY – OWNER (IF KNOWN)

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ATTACH PICTURE HERE

Animal Daily Walking, Feeding & Cage Cleaning Schedule SOG

Purpose: The ‘CAGE CARD’ records routine, individual daily care of animals in the shelter.

Note: This is the only paper attached on the animal’s containment. It should be placed where the animal cannot reach it as they will tear it apart. It can be placed in a page protector to protect it from the elements. It can also be placed on a clipboard to assist with writing on it and keeping it away from the animals.

The cage card is filled out initially upon intake and place on the animals kennel or crate.

Write the animal’s intake number in the space in the upper right hand corner of the form.

Animal Description

1. **Type** – fill in the type of animal
2. **Characteristics** - Fill in Breed, Gender and Color or markings
3. **Special Instructions** - this can be dietary, medication or special handling instructions. Volunteers need to make sure they read the cage card of every animal they handle.

Record

Should include the date, time and handler’s initials when any work is done with an animal or its environment.

Comments – Should include any observations or changes in an animal’s condition or behavior, such as:

1. Not eating
2. Not drinking
3. Vomiting
4. Diarrhea
5. Injury that need to be seen by vet
6. Disposition has changed to _____

Continuation forms should be used when face sheet is completed. Face sheet and all continuation pages should be kept together with the intake form copy in the page protector.

Contact information for Owner Seeking Lost Pet

INFORMTION THAT IS NEEDED FROM OWNERS LOOKING FOR THEIR ANIMALS:

OWNER'S NAME: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

PHONE: _____ CELL: _____

TYPE OF ANIMAL: _____

BREED OF ANIMAL: _____

COLOR OF ANIMAL: _____

SEX OF ANIMAL: MALE: _____ FEMALE: _____

PET'S NAME: _____

DETAILED DESCRIPTION OF PET (Includes for example, if cat is declawed, if cat or dog is spayed or neutered, if pet has collar and color of collar, if the pet has been tattooed or micro-chipped, etc.,)

WHERE WAS PET LEFT: HOUSE _____ CLINIC _____

OTHER _____

ADDRESS PET WAS RESCUED FROM

Date of request: _____ Made to whom: _____

Pre-planning & Response

Medical Cost Agreement

IF your pet(s) become(s) ill, we will provide emergency triage veterinary care regarding your pet's symptoms, treatment options and estimate of costs. If the emergency proves serious enough to require transport to a veterinary hospital, however, please indicate your wishes should your pet(s) require further treatment to relieve immediate discomfort or to resolve an important medical condition:

_____ Please perform whatever services the doctor deems necessary for the best care of my pet until someone can be reached—this includes only non-elective treatments and necessary diagnostics.

_____ I authorize up to \$ _____

_____ I am unable to provide monetary support.

_____ Do not administer any medical treatment until specific authorization is given unless the shelter is unable to reach me in a timely fashion. In such a case, I do hereby grant and authorize the shelter to treat or manage my animal (s) as judged appropriate by medical staff, as dictated by medical necessity.

THIS SHELTER IS CLOSING _____
(Date)

I understand that by _____ I must pick up my pet(s)
(Date)

Or notify the shelter that I want to foster or adopt out my pet(s).

I have read and understand this agreement and certify that I am the owner/agent of the above listed animal(s).

Sign here

Date

Policy on Local Adoption

Animals whose owners have given away their pets to the shelter are available for immediate adoption locally.

Animals whose owners dropped them off to the shelter and have failed to pick them up prior to _____ will NOT be available for local adoption.

Shelter Deactivation Date: _____

These animals will be transported to distant shelters where they can be properly prepared for adoption and subsequently tracked through to _____ in case the previous owner comes forward to claim their pet. (Fill in Date)

Contracts with distant shelters call for these **permanent agencies** to:

1. Prior to adopting them out, they will spay/neuter the animals they receive from the Parker Coliseum in accordance with their own local policies.
2. Track the ownership of the animals they adopt out until _____. This is because if the original owner comes forward to claim their pet prior to this date, the new owner must relinquish their pet to the original owner. Full animal details and a photograph will be posted on petfinder.com and a separate Parker Coliseum web site so that original owners may track the movement of their pets and free transportation back to the original owner will be provided.

The _____ Animal Shelter will cease to exist after

_____ and therefore cannot properly track the ownership of pets

that are adopted out locally.

CONTINGENT ADOPTION / FOSTER CARE AGREEMENT

Between _____
[Shelter or rescue name]
and
Contingent Adopter/Fosterer Accepting Animals with Identified Owners

This Agreement made on the _____ of _____, 2005, between _____, (Hereinafter known as “Adopter”) and the _____ (insert shelter or rescue name) regarding the companion animal herein described. The signature of the Adopter below signifies that the Adopter, has read, understands, and agrees to the following:

1. I understand that this agreement is legal and binding under the laws of the State of _____.

Initials _____

2. I understand that this animal is a displaced animal from the _____ area as a result of _____ (*Disaster*) and has a known owner.

Initials _____

3. Out of compassion for the former owner of the animal I am adopting, I agree to relinquish ownership if the former owner is identified before _____ and takes possession of the animal by _____. The animal’s information will be posted on appropriate websites and remain so until _____.

Initials _____

4. I agree to provide for the physical and emotional needs of this animal while it is in my care, including covering all medical costs (if any).

Initials _____

5. I agree to return this animal to _____ (shelter or rescue named above) if I find I am no longer willing or able to provide a suitable home.

Initials _____

6. I understand that _____ **will not accept the return of this animal.**

Initials _____

7. I agree to comply with all state and local laws pertaining to the care of the animal, including, but not limited to, those requiring vaccinations, registration, and confinement (leash laws).

Initials _____

8. I understand that a _____ Animal Emergency Shelter veterinarian has examined the animal prior to placement. I also understand that this animal may have as yet undetected illnesses or behavioral problems. _____ Animal Emergency Shelter cannot guarantee the health, disposition, or character of this animal.

Initials _____

9. I therefore agree to hold harmless any volunteers, representatives, or agents of _____ Animal Emergency Shelter or _____ (shelter or rescue named above), from loss, damages, injuries or other casualty to any persons, animals or property caused by the placement of this animal in my care.

Initials _____

10. I agree to communicate with the Shelter if there are any changes in my contact info (i.e.- address, phone) _____.

Initials _____

11. I agree not to make any cosmetic changes to this animal until after the adoption is final (de-claw, de-bark, tail-dock, ear-crop, etc.)

Initials _____

12. I agree to spay or neuter this animal. Because this is an owned animal, I agree to wait until after _____ to have the surgery performed. I agree that under NO conditions will the animal be allowed to be bred, regardless of sex.

Initials _____

_____ (shelter or rescue named above) recommends that you have a veterinarian evaluate this animal as soon as possible to check for heartworm and initiate preventative treatment; flea/tick prevention. _____ (shelter or rescue named above) recommends that the animal is checked for an identification microchip and register and provide one if the animal does not have one.

Thank you very much for caring for this hurricane victim in its time of need!

_____ (shelter or rescue named above) agrees to the conditional adoption / fostering of this animal by the Adopter and hereby transfers possession of the animals to the Adopter.

Print Name

Driver's License # / State

Address

Phone

State/Zip

Phone

Adopter's Signature

Email

Shelter Representative Signature

Witness Signature

Shelter Representative Printed Name

ANIMAL DESCRIPTION AND VETERINARY CARE RECORD

Shelter Issues Registration Identification Number: _____

Cage #: _____

Animal Name: _____

Species: Dog or Cat or Other: _____ Breed: _____

Color: _____ Sex: M / F Age: _____ Intact / Neutered

Veterinary instructions:

IMPORTANT INFORMATION FOR FOSTER FAMILIES

We really appreciate your concern for the animals that were the unfortunate victims of _____ (disaster). Both the _____ Emergency Animal Shelter and your local shelter/rescue facility are grateful that you have agreed to foster/adopt one of these pets. We all love these animals too and truly want what is best for them. We also need to do the right thing by trying our best to return these pets to their rightful owners.

Please take a moment to read:

- Both _____ Emergency Animal Shelter and your local shelter thank you for your willingness to provide a loving, stable environment for a pet which has been through a very difficult time.
- Pets from the _____ Emergency Animal Shelter were either brought in by owners who themselves were evacuated or were rescued animals with identification. In some cases owners may be unaware of where their pets have been sheltered and may be desperately seeking them.
- Many pet owners lost everything in the hurricane and have told us that their pets are all that they have left. It is taking a long time for many to relocate and establish a new home. We appreciate your willingness to work with owners who may contact you. _____, has been designated as the last date when owners may reclaim their pets.
- _____ Emergency Animal Shelter continues to make extensive efforts to contact owners of pets. A lack of response does not mean they do not want their animals back. As displaced owners become settled, they may be better able to actively seek to reclaim their pet.
- The _____ Emergency Animal Shelter was a temporary shelter created to meet emergency needs. The pets could not remain there indefinitely and we felt that loving foster/adoptive homes would be in their best interest.
- Petfinder.com is assisting owners in the search for their pets. Pet finder is refining its data sort capability to make it more user-friendly and, hopefully, this will make it easier for owners who are still looking to locate their pets.
- Remember, this animal has been through a traumatic situation and may experience some transitional or long-term effects. It has been separated from its family and environment. It has been sheltered with strange animals and cared for by many new people. It may have traveled many miles to reach your shelter. Please be patient with the pet and give it time to adjust to your home. Your veterinarian can advise you about any concerns you have regarding your pet's adjustment or behavior.
- Please remember, this is an owned animal and continue to use the pet's name if that name is known.

Questions for Potential Fosters to Ask Owners

What is the health status of your pet? Does it have any chronic health problems? E.g. epilepsy, diabetes, ear infections, etc.

Are there any people or other animals your pet doesn't get along with?

What times does your pet usually get walked and fed?

Does your pet live indoors or outdoors? Has it ever stayed in a crate?

What is your expectation for me to provide for the animal financially? (Some owners may be in dire straights, at least temporarily, so try to be flexible, but clear about your ability to provide for their pet).

Where can I contact you?

Questions for Owners to ask Potential Fosters

Who will be the primary responsible party for my pet?

How often will my animal be left unattended and for how long?

Who else lives in the home and who are the frequent visitors? (For example, if you have a Chihuahua who doesn't like children, be sure that even if there are none living in the home that there aren't any that visit frequently or that the foster understands to keep the child and the Chihuahua separated).

Do you have other pets? Will they be housed together?

Where will my pet be housed? Inside? Outside? Fenced yard ? Unfenced yard? Crated? For how long?

Inform fosters of any health issues or other specific needs such as dietary, behavior related, etc.

How much notice will you provide give if you can no longer care for my pet? (We suggest at least 48 hrs.)

If you have pets, who is your veterinarian?

How to Find a Foster Home

INSTRUCTIONS FOR OUR OWNERS

You will need to have web access. If you do not have access to a computer where you are staying, all of the public libraries and or local colleges/ universities in _____ can provide access.



On the Web go to www.petfinder.com

Click on _____

Click on FOSTER MATCH

Click on SHOW ME PEOPLE OFFERING FOSTER HOME

Fill in the form with your details. Be as specific as possible. For location, use the city where your pet is currently located.

Hit SEARCH

You will get a list of foster volunteers. Scroll through the listings until you find a few that match your needs. Some have phone numbers listed. Some have email contacts that you can use if you are on your own computer and have an email address.

You are responsible for making your own foster arrangements. Because we are closing the shelter _____ and will have no physical presence at our shelter after _____ the _____ EMERGENCY ANIMAL SHELTER will be unable to take responsibility for any difficulties you may encounter with the foster arrangements you make, so please take the time to find a really good match for each of your pets!

Pre-planning & Response

Owner– Foster Contract

The owner agrees to the following financial arrangements to offset the costs incurred by the foster guardian for the care of the pet, unless the foster guardian agrees to be responsible for all or a portion of these expenses to further aid the owner in their time of need.

If the pet needs veterinary care, the foster guardian must contact the owner for approval unless the pet is in a life threatening situation. The owner agrees to pay all veterinary costs unless the need for veterinary care is a direct result of negligence on the part of the foster guardian’s actions / or lack thereof.

The owner agrees to provide monies or supplies necessary for the housing, grooming, feeding or other provisions for the care of the pet (i.e. crate, leash/collar, food, bowls, shampoo, etc.)

The owner agrees that if the need for foster care extends beyond the time period agreed upon in this contract the foster guardian will be contacted at least 48 hours before the time specified in this contract and an amendment must be agreed upon at that time.

The owner agrees that if the pet is left unclaimed from the foster for 7 days beyond the time agreed upon in this contract that the animal can be legally considered abandoned and the foster may care for the pet in whatever way they may choose, i.e. claiming ownership for themselves, finding a new home, or relinquishing to a shelter or animal control facility.

The owner agrees to inform the foster guardian of any changes in address or other contact information immediately.

The foster guardian will contact the owner before incurring any expenses not here-to-fore agreed upon, and will be diligent in keeping receipts and records of expenses incurred.

The foster guardian agrees to allow the owner visitation with their pet at the following scheduled times or with prior notice if an unscheduled visitation is desired.

The foster guardian agrees to follow all specific instruction, within reason, by the owner for the care and feeding of the animal, i.e. pet housed inside, administration of medications, special dietary needs, etc.

Specific instructions for the care of this pet:

I, _____, as owner of the animal(s) described below, hereby temporarily release said animal(s) to the custody of _____, foster guardian, for a term of _____ days, beginning _____, 200_ and ending _____, 200_.

I, _____, the foster guardian of the animal(s) described below, agree to house and care for the pet as agreed to in this contract and with the love and the consideration I would give my own pets.

Animal name: _____ Owner name: _____
Microchip #: _____
Description:
S / N / Intact F / M Age: _____ Species: Cat / Dog / Other _____
Breed: _____ Color: _____
Distinguishing markings:

Owner contact information:

Name: _____
Address: _____
Phone: _____ Phone: _____ Email: _____

Contact information of someone not living with owner who knows how to contact the owner:

Name: _____
Address: _____
Phone: _____ Phone: _____ Email: _____

Foster guardian contact info.

Name: _____
Address: _____
Phone: _____ Phone: _____ Email: _____

Emergency Animal Shelter Daily Animal Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Species	Animal Description

Complete and turn into Back Office Administration Manager on a daily basis.

Response

Emergency Animal Shelter Master Dog Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Master Cat Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Master Other Animal Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Daily Data Collection Reporting Form

DATE:

	3:00 pm REPORT					11:00 pm REPORT					7:00 am REPORT				
	SHIFT 1 <i>(7:00 am to 3:00 pm)</i>					SHIFT 2 <i>(3:00 pm to 11:00 pm)</i>					SHIFT 3 <i>(11:00 pm to 7:00 am)</i>				
	# animal fatalities during this shift	# animals entering shelter during this shift	# animals leaving shelter during this shift	# animals with Known owners in shelter this shift	# animals with Unknown owner in shelter this shift	# animal fatalities during this shift	# animals entering shelter during this shift	# animals leaving shelter during this shift	# animals with Known owners in shelter this shift	# animals with Unknown owner in shelter this shift	# animal fatalities during this shift	# animals entering shelter during this shift	# animals leaving shelter during this shift	# animals with Known owners in shelter this shift	# animals with Unknown owner in shelter this shift
PETS															
Dogs															
Cats															
Birds															
Pocket Pets															
Reptiles															
Other:															
Other:															
PET TOTALS IN SHELTER															

LIVESTOCK															
Horses															
Cows															
Pigs															
Goats															
Sheep															
Other:															
Other:															
LIVESTOCK TOTALS IN SHELTER															

SHIFT 1

SHIFT 2

SHIFT 3

Signature _____
Date/Time: _____

Signature _____
Date/Time: _____

Signature _____
Date/Time: _____

Special Needs Animal Form

Attach one copy directly to the animal's kennel in front of the animal kennel card and place one in animals file to be copied for transport.

Emergency Animal Shelter Staff and Volunteers: Please read this animal's file immediately	
Shelter issued registration identification number: _____	
Animal's name: _____	
<input type="checkbox"/> Behavior	Notes:
<input type="checkbox"/> Handling Information	Notes:
<input type="checkbox"/> Medical History	Notes:
<input type="checkbox"/> Diet	Notes:
<input type="checkbox"/> Additional Concerns and Notes:	Notes:

Response

Animal Records Duplication and Storage Instructions

Originals will remain filed with the Emergency Animal Shelter Back Office Administration. Duplicates should be made to create a comprehensive portfolio to accompany the animals when they are permanently released or transferred out of the Emergency Animal Shelter.

List of a complete File

- Animal Shelter Registration Form (original)
- Animal Photograph (original)
- Animal Kennel Card (copy until animal is permanently released)
- Emergency Animal Shelter Liability Release Form (original)
- Emergency Animal Shelter Animal Transfer Form (if applicable original)
- Individual Weekly Animal Care Log (originals)
- Special Needs Animal Form (copy until animal is permanently released)
- Pre-Transfer Medical Release Form (original)
- All Medical Records (originals)
- All Medical Procedures and Treatments Administered (originals)
- Rabies Certificate and Any Other Vaccination Certificates (copies)
- Other Relevant Information (originals)

Record Checklists for Animal Transfer

Animal Transfer Portfolio for Receiving Party

- Animal Shelter Registration Form (copy)
- Animal Photograph (copy)
- Animal Kennel Card (copy)
- Emergency Animal Shelter Liability Release Form (copy)
- Emergency Animal Shelter Animal Transfer Form (copy)
- Individual Weekly Animal Care Log (copies)
- Special Needs Animal Form (copy)
- Pre-Transfer Medical Release Form (copy)
- All Medical Records (copies)
- All Medical Procedures and Treatments Administered (copies)
- Rabies Certificate and Any Other Vaccination Certificates (originals)
- Other Relevant Information (copies)

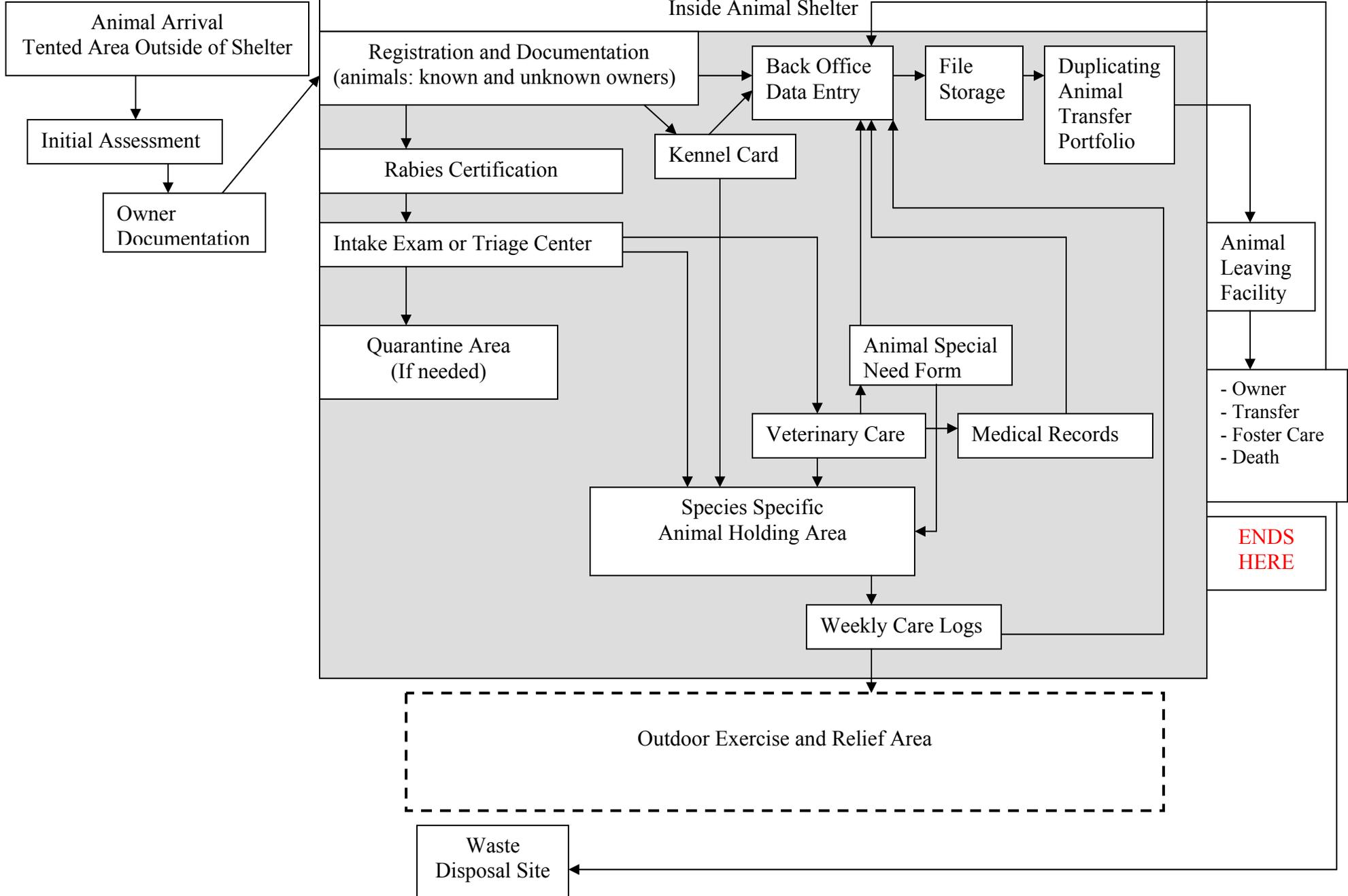
Guidelines for Animal Intake and Animal-Owner Reunification

19. Emergency responders will attempt to rescue all vulnerable companion animal populations in disaster situations along with their owners.
20. Emergency responders will evacuate and/or transport all displaced animals to one emergency shelter location. If there is more than one emergency shelter operating then the EOC and each shelter should have designated procedures that dictate which areas and/or animals will come to their locations.
21. Emergency responders should be outfitted with materials to label any unidentified animals and/or document any deceased animals found as well.
 - a. Disposable collars and/or forms should be filled out on site to ensure the area or address where the animal was located when rescued is recorded.
 - b. This identification should remain with that animal at all times.
22. Houses that have been searched for animals should be clearly labeled to reduce duplicated efforts.
23. Emergency responders should transport the animals to the designated emergency animal shelter site/s, or coordinate with stationed LEART members and volunteers who will provide the secondary transportation to the emergency animal shelter/s.
24. Upon arrival at the shelter location, the rescue information will then be recorded by emergency animal shelter personnel with one copy remaining with the animal and one for shelter records.
 - a. Information collected should include but is not limited to: owner's name (if available), address, location or area found, rescue officer information, photographs, and distinguishing characteristics, animal's disposition, and noticeable injuries.
25. An animal shelter registration form will be completed for animals with known/unknown owners. Photographs will be completed for the shelter file, the animal kennel card, and if needed one separate photo for unknown animals should be collected.
 - a. A registration form and a separate photo album of deceased animals should also be kept at the shelter site in case animal owners are looking for their pets that may have perished.
26. A liability release form will be developed that will explain the obligations of the animal owners concerning the emergency sheltering of their animals. For example, length of the animal holding period, date to be reclaimed, animal medical waivers, shelter rules and regulations, foster and adoptions protocols, and consequences if the contract is breeched should be expressed to all animal owners admitting their animals into the emergency shelter/s.

27. All animals admitted to the shelter will be confined in a labeled kennel during the duration of their stay at the emergency shelter site unless they are being handled by shelter staff and/or owners, or authorized personnel.
28. If needed, an attempt should be made to try and transport all identified animals to owner preferred contacts out of the disaster area in an effort to reduce shelter overcrowding.
29. All volunteers must be certified and well trained in emergency animal sheltering. At no time should identification be taken off of the animals.
30. Care logs will be established and maintained for each animal.
31. Information about the emergency animal shelters should be relayed to the Public Information Officer (PIO) for the creation of public service announcements (PSA) which then should be transmitted via any available media (ie.- television, internet, radio broadcasting, posters, loud speakers, etc.). Possible information that should be included in the PSA would inform residents on emergency shelter operations, locations, animals being housed, animal transfers, reclaiming deadlines, etc.
32. Preferably, a comprehensive database should be set up so that animal owners can go online and look for their animals.
33. If animal owners make no attempt to reclaim their animals or contact the emergency shelter after the signed contracts have expired, and all attempts to get in touch with the owners have failed, then animals still remaining at the emergency shelter location should be transferred to a permanent shelter facility.
34. All documentation will be transported with that animal.
35. Public service announcements should continue with updates on where the animals have been relocated to.
36. Receiving facilities should receive a copy of the displaced animal's file including care logs and any other relevant documentation or information.

**DOCUMENTATION
BEGINS HERE**

Organizational Flow Chart of Animal Documentation Processes *"The Paper Trail"*



Orientation for Volunteering Veterinarians and Veterinary Technicians

Please enter onto the spreadsheet the volunteers' names, e-mail addresses, cell phone numbers, veterinarian or technician, last complete day they will be on the job.

1. Welcome and thanks for coming.
2. This is a shelter, not a veterinary clinic for the public.
3. History of the shelter
Associated with the _____ (Human Shelter)
Maximum occupancy was _____; Current occupancy is _____
4. Current status of the shelter

Accessions will cease on September 30, 2005, 8:00 p.m.

Owners must claim animals prior to _____ or they will be considered "abandoned".

Abandoned animals will be transported to distant shelters for processing and conditional adoption

The conditions for adoption call for the new owner to relinquish the pet should the original owner come forward prior to _____. Free transportation back to the original owner will be available.

5. Bites – be very careful. We have had many and they continue.
6. Describe the various sections of the shelter layout: cats, isolation cats, arena, "will bite" dogs, quarantine, barn, and triage.
7. Name the person in charge of each section.
8. Determine if each person has special skills.
9. Take a couple of days before making suggestions for change.
10. Always suggest changes to the area supervisor before implementation.
11. Assign each person to a particular area and make an entry on the spreadsheet to show the coverage.
12. Tell the person who to report to.
13. Give a tour?
14. Thank them again for coming.

Responsibilities of Volunteer Veterinarians

Receiving Station

Observe all animals closely as they arrive with their owners and handlers and are checked in. You will find that most animals arrive happy, healthy and alert although often a bit stressed and nervous.

Talk to the owners about their impression on how the animal is doing and any previous health issues. Determine the vaccination status and if there are any special needs.

Use your own judgment on such patients but realistically most of these will not require a full physical examination, which will only further stress them.

Things of most concern are as follows:

1. Indications of heat stress
2. Evidence of bite wounds and other injuries
3. Animals with major wounds or illnesses

Triage:

1. Overly aggressive animals
2. Animals with major illness are sent for veterinary care at a local hospital.
3. Body temperature: In the heat of the day LSU Animal shelter was noting 103.8 as a matter of course in otherwise healthy but excited animals. If the rectal temperature is > 103.8 – send to the Triage Area or observation.
4. Contagious disease: If you suspect contagious disease such as upper respiratory disease, the animal should be admitted to quarantine.

Have technicians apply flea control products and vaccinations if the history suggests they are needed.

Records: Establish a medical record sheet to record relevant abnormal findings and medications given.

Remember: This is an animal shelter, not an animal hospital, so we cannot take care of sick animals.

Animal Admission SOP for Vaccines, Physical Exam and Micro-chipping

After completion of initial paperwork at intake:

1. Bring the animal to the chipping station
2. A veterinarian completes a physical examination
3. The animal will be checked of a chip
4. Give the animal *All* vaccinations:
 - a. Dogs: Distemper etc., Rabies, Bordatella
 - b. Cats: FeVRCP, Rabies
5. Provide endoparasite and ectoparasite control
6. Complete the rabies vaccination certificate
7. Place the rabies tag and certificate in the record
8. Chip any animals that have not yet been chipped. If the animal is chipped, record the chip information. Microchip stickers should be placed on forms.
9. Fill out the form
10. Make sure all paper work is in the animals' packet:
 - a. Animal's information
 - b. Care sheet
 - c. Microchip information
 - d. Rabies vaccination information and tag

Pre-Transfer Medical Release Form

Shelter Issued Registration Identification Number	<input type="checkbox"/> Canine <input type="checkbox"/> Feline <input type="checkbox"/> Other _____
Name of Animal	<input type="checkbox"/> Male <input type="checkbox"/> Female
Microchip Number (if available)	
Currently being treated for: _____ _____ _____ _____ _____ _____	
Medications with animal: <input type="checkbox"/> Yes <input type="checkbox"/> No _____ _____ _____ _____	
It is my professional opinion that this animal is suitable for transfer. _____ _____ _____	
Veterinarian Signature	Date
Printed Name	

Response

Release Form For Bite Quarantine Animal

(SHELTER NAME AND LOCATION)

Owner Name: _____

Owner Driver's License No.: _____

Dog Name: _____

Impound Number: _____

Date of Intake: _____

Date of Bite Incident: _____

Bite Investigation File Number: _____

I understand that my pet was placed into official quarantine for Rabies Observation owing to a bite incident report. The Animal Emergency Shelter has been authorized to release the animal to owner supervised quarantine, which must cover a total of 10 days from the time of the bite incident. The conditions of release to owner quarantine follow.

I, _____, hereby agree to have my pet, _____, examined by a licensed veterinarian 10 days post bite incident (date = 10 days post bite or 10 days post intake if bite date not recorded). I also agree to have the examining veterinarian sign this form below to confirm veterinary examination to allow release from bite quarantine.

Signed: _____

Witness: _____

Dated: _____

Post Quarantine Veterinary Examiner:

Name: _____

Address: _____

Practice: _____

Signed: _____

EXAMINING VETERINARIAN PLEASE FAX THIS FORM TO:

ANIMAL CONTROL: _____

TELEPHONE: _____

FAX: _____

Response

CLEANING PROCEDURES - DOGS

NOTE: ALL INJURIES **MUST BE REPORTED** TO THE TEAM SUPERVISOR

SUPPLIES

ROLL ABOUT CART

1 - SPRAY BOTTLE - BLEACH SOLUTION (1/4 Cup Bleach per 1 Gallon Water)

1 - 5 GALLON BUCKET - CLEAR WATER FOR RINSING

RAGS, SCRUB BRUSH, COTTON TOWELS, PAPER TOWELS

DRINKING WATER JUGS

FOOD - DRY, WET AS NEEDED

NEWSPAPER/BEDDING

LEASHES

POOPER SCOOPER

PLASTIC BAGS

CLEANING PROCEDURE

- 1. REMOVE DOG FROM CAGE & PLACE IN TRANSFER CAGE OR TIE UP OR**
- 2. IF POSSIBLE, HANDLER TO EXERCISE DOG WHILE CLEANING IS DONE**
- 3. PICK UP FECES AND SOLID WASTE – RECOMMENDATION: WEAR GLOVES!**
- 4. REMOVE BEDDING AND OLD FOOD/WATER**
- 5. RINSE CAGE WITH CLEAR WATER TO REMOVE URINE**
 - a. Beware! URINE + BLEACH = CHLORINE GAS!**
- 6. SCRUB SURFACES WITH BLEACH SOLUTION**
- 7. WIPE OUT EXCESS**
- 8. RINSE WELL WITH CLEAR WATER ON RAG, RINSED FREQUENTLY, OR USE SEPARATE PAPER TOWELS**
- 9. DRY WITH TOWEL OR PAPER TOWEL**
- 10. REFILL WATER**
- 11. FEED AS NECESSARY, ACCORDING TO SCHEDULE**
- 12. REPLACE DOG IN CAGE**
- 13. DOUBLE CHECK DOOR LATCH AND/OR LOCK**

Reference: New Jersey Animal Working Group

Response

CLEANING PROCEDURES - CATS

NOTE: ALL INJURIES **MUST BE REPORTED** TO THE TEAM SUPERVISOR

SUPPLIES

- ROLL ABOUT CART
- 1 - SPRAY BOTTLE - BLEACH SOLUTION (1/4 Cup Bleach per 1 Gal. Water)
- 1 - 5 GALLON BUCKET - CLEAR WATER
- RAGS, SCRUB BRUSH, COTTON TOWELS, PAPER TOWELS
- DRINKING WATER JUGS

- FOOD - DRY, WET AS NEEDED
- TRANSFER CAGES, HEAVY GLOVES, NET
- NEWSPAPER

- LITTER OR SHREDDED PAPER
- PLASTIC BAGS

CLEANING PROCEDURE

1. DISINFECT & RINSE HOLDING CAGES BETWEEN EACH ANIMAL
2. REMOVE FOOD, WATER, LITTER PAN, PAPER IF POSSIBLE BEFORE REMOVING CAT
3. ALWAYS WEAR HEAVY GLOVES WHILE HANDLING CATS TO AVOID SCRATCHES
4. IF CAT IS FRIENDLY, LIFT OUT OF CAGE AND PLACE IN HOLDING CAGE
 - a. *CAUTION - MOST ESCAPES HAPPEN AT THIS MOMENT –*
 - b. *DO NOT PROLONG THE TIME BETWEEN CAGES!!*
 - c. IF CAT IS NOT FRIENDLY AND YOU ARE TRAINED, USE NET TO TRANSFER
 - d. IF NOT “NET TRAINED” ASK HOW - IT’S EASY!!
5. RINSE CAGE WITH CLEAR WATER TO REMOVE ANY URINE
 - a. **REMEMBER!! URINE + BLEACH = CHLORINE GAS!**
6. DISINFECT CAGE WITH BLEACH SOLUTION
7. RINSE AND DRY CAGE
8. REPLACE WATER AND DRY FOOD
9. EMPTY LITTER PAN AND REPLACE LITTE
10. TRANSFER CAT BACK INTO CAGE AS HANDLED EARLIER
 - a. *CAUTION - MOST ESCAPES HAPPEN AT THIS MOMENT –*
 - b. *DO NOT PROLONG THE TIME BETWEEN CAGES!!*
11. DOUBLE CHECK DOOR LATCHES & LOCKS!

Reference: New Jersey Animal Working Group
Response

Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

Emergency Animal Rescue, Evacuation and Transportation Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

Emergency Animal Shelter Regulations Pertaining to Owners

VISITING HOURS

- POSTED AT ENTRANCE TO ANIMAL SHELTER
- MUST GET A VISITOR'S PASS AT THE REGISTRATION DESK
- SUBJECT TO CHANGE WITHOUT NOTICE AS NECESSARY
- OWNERS ARE ENCOURAGED TO EXERCISE & OTHERWISE CARE FOR THEIR OWN ANIMALS AS MUCH AS IS PRACTICAL
- FEEDING TO TAKE PLACE AT ONE TIME FOR ALL ANIMALS IN AREA
- OWNER MUST BE 18 YEARS OLD AT MINIMUM TO TAKE PET OUT OF CAGE
- PROOF OF OWNERSHIP (SHELTER INTAKE FORM RECEIPT, WRISTBAND) MUST BE SHOWN EACH TIME OWNER VISITS ANIMAL
- OWNERS WISHING TO TEMPORARILY TAKE THEIR PET OFF EMERGENCY SHELTER PREMISES MUST SIGN IN AND OUT

OWNERSHIP RIGHTS

- ABILITY TO VISIT WITH PET DURING OPEN HOURS AS MUCH AS POSSIBLE, PROVIDING SUCH VISITATION DOES NOT INTERFERE WITH OTHER RESIDENT'S RIGHTS TO THE SAME CONSIDERATION, AND UNDER SUCH PROCEDURAL RULES THAT THE INCIDENT COMMANDER MAY DETERMINE TO BE NECESSARY IN ORDER TO ENSURE BOTH THE PET'S SAFETY AND SECURITY AS WELL AS THE OWNER'S AND THE GENERAL PUBLIC'S.

OWNERSHIP RESPONSIBILITIES

- PROVIDE AS MUCH OF DAILY CARE TO PET AS IS POSSIBLE.
- SIGN IN AND SIGN OUT, UTILIZING A VISITOR'S PASS.

DOGS WILL NEED-

- WALKING 3 - 4 TIMES DAILY
- CAGE CLEANING DAILY
- FRESH WATER 1 - 2 TIMES DAILY
- FEEDING - SEE STAFF FOR YOUR SECTION'S SCHEDULE
- MEDICATING, IF NECESSARY

CATS WILL NEED-

- LITTER BOX CLEANING DAILY
- FRESH DRY FOOD AND WATER DAILY
- MEDICATING, IF NECESSARY
- FRESH BEDDING

PLEASE PROVIDE AS MUCH OF YOUR ANIMAL'S CARE AS YOU CAN!!
IF YOU HAVE TIME, THERE MAY BE OTHER WAYS TO HELP –
PLEASE ASK!!

SIGNAGE CONTAINING INFORMATION REGARDING SHELTER POLICIES SHOULD BE POSTED THROUGHOUT THE SHELTER IN VISIBLE AREAS AND BE PROVIDED TO OWNERS UPON ANIMAL REGISTRATION.

Reference: New Jersey Animal Working Group

Response

Visitor Identification Pass

<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

General Structural Operations/Husbandry Requirements

Small Animal Facility Operations

1. Dogs and Cats

- Animals under three months of age shall be fed three times daily; those three to six months of age should be fed twice daily. Adult animals should be fed a minimum of once daily.
- Feeding records should be kept on all animals, and checked when the animal has been fed (by either shelter personnel or the owner). See Forms. Primary responsibility for feeding should be by the owners, if possible, with follow-up by the shelter staff.
- Water should always be available.
- Clean-up of animal waste should be performed daily at a minimum, or more often as needed. See Forms.
- Disposable or easily-cleaned containers should be provided for food and water.
- Each cat shall be provided with a litter box – disposable, if possible. Disposable litter boxes should be ordered ahead of time. See Equipment List. Other examples include cardboard beer, soda, or canned food cardboard flats, french-fry boxes, or pizza boxes.
- Bedding for the animals can include newspaper or any other type of disposable bedding. Towels or blankets will be disposed of if soiled, unless a washer and dryer are accessible for cleaning.
- Food for pets should be free from contamination of any kind, appropriate for the age and species of animal, and stored in a way to prevent spoilage, infestation, exposure to rodents, and water damage.
- Owners will be instructed to abide by all shelter procedures.

2. Exotic Pet Animals

- REPTILES, AMPHIBIANS, & FISH – Reptiles & amphibians need to be near electrical outlets for the provision of heat lamps or rocks and away from drafts. Owners should provide their specific food. If no owner is found, there should be consultation with a professional to determine the animal's proper diet. Sanitation is important with these animals, as there is a high risk of salmonella.
- OTHER SMALL ANIMALS and BIRDS – These animals should be kept in covered cages, tanks, or other containers away from drafts. Birds and small animals should be housed in areas separate from cats and dogs.

Large Animal Facility Operations: Farm animals and horses

- Compatible animals from the same household, barnyard, or flock may be housed together, with the owner's recommendation and permission.
- Other animals shall be evaluated as to their temperament for compatibility for group housing.
- Identification of the animals should be included on the registration, including photographs with owners if possible. Any ear tags, microchips, or specific color patterns of the animals are to be recorded on the registration papers and a matching card will be placed on the animals' stall or stable door, or tacked on to the fence. Non-toxic livestock grease markers may also be used to identify ownership.

- Clean-up of animal waste must be accomplished daily at a minimum, or more often as needed.
- Animals must be fed species-appropriate food.
- Clean containers should be provided for food and water. Clean containers can include buckets, hay racks, or troughs. Hay can be fed on the ground.
- Indoor facilities for large animals and poultry shall have appropriate bedding such as wood shavings, straw, shredded newspaper, pelleted newspaper, which should be easily shoveled out and removed on a regular basis for waste removal or to ensure cleanliness.
- If the flooring surface/substrate of the shelter is too firm, efforts should be made to provide the animals with appropriate bedding.

Reference: New Jersey Animal Working Group

Response

Disaster Feed Guidelines for Livestock Owners

	Animal Type	Water/Day	Feed/Day
Swine	Brood sow with litter	4 gallons summer 3 gallons winter	8 pounds grain
	Sow in gestation	1-2 gallons summer 1 gallon winter	2 pounds grain
	150 - pound gilt/boar	1 gallon	3 pounds grain
Sheep	Ewe with lamb	4 quarts	5 pounds hay
	Ewe, dry	3 quarts	3 pounds hay
	Weaning lamb	2 quarts	3 pounds hay
Dairy Cattle	In production	9 gallons summer 7 gallons winter	20 pounds hay
	Dry cows	9 gallons summer 7 gallons winter	20 pounds hay
	Heifers	3-6 gallons	8-12 pounds hay
	Weaning cows	6 gallons summer 3 gallons winter	8-12 pounds hay
	Cow in gestation	7 gallons summer 6 gallons winter	10-15 pounds legume hay
	Cow with calf	9 gallons summer 8 gallons winter	12-18 pounds legume hay

	Calf (400 pounds)	6 gallons summer 4 gallons winter	8-12 pounds legume hay
Poultry	Layers	5 gallons per 100 birds	17 pounds per 100 birds
	Broilers	5 gallons per 100 birds	10 pounds per 100 birds
	Turkeys	12 gallons per 100 birds	40 pounds per 100 birds
Horses	All Breeds	5-12 gallons per 1000 pounds	20 pounds hay per 1000 pounds
Cats & Dogs	All Breeds	1 quart per animal	Ad libitum dry food
<p>Reference: FEMA Animals in Disasters: Independent Study Course Module A Unit 8 and The Indiana State Board of Animal Health</p>			

Response

Individual Weekly Animal Care Log

(Attach to animal cage along with kennel card)

Services Rendered

(Volunteers should initial each time after service)

	Date	Feeding and Watering	Walking	Cage Cleaning	Special Services	Medical Follow-up Activities
Monday						
Tuesday						
Wednesday						
Thursday						
Friday						
Saturday						
Sunday						

Response

Emergency Animal Shelter Animal Transfer Form

Date of transfer: _____

Name of animal: _____

Shelter issued registration identification number: _____

Animal description: _____

Reason for transfer: _____

<p><u>Emergency Shelter Information:</u> Name: Address: Contact Number(s): Date of Transfer from Shelter: Condition of Animal When Leaving:</p>
<p><u>Transporting Entity Name:</u> Address: Contact Number(s): Staff Member Responsible for Relocation of Animal: Condition of Animal During Transfer:</p>
<p><u>Relocation Destination Name:</u> Address: Contact Number(s): Date of Arrival: Condition of Animal Upon Arrival: Other:</p>

Include a complete copy of the individual animal's file		
The following is included:	Signatures	Date
Animal Identification		
Registration Information		
Care Log		
Liability Release Form		

This form should be duplicated. One copy should travel with the animal. One copy should remain at the shelter to be maintained by back office personnel.

Staff Member's Signature: _____ **Date:** _____

Transporter Signature: _____ **Date:** _____

Receiving Facility Staff: _____ **Date:** _____

Response

Master List of Animal Transfers

Date/Time	Shelter Issued Registration ID #	Animal Description	Moved From	Reason for Transfer	Moved To	Moved By (signature)

Back Office Administrative Manager should maintain the master list of all animal transfers from the emergency animal shelter as well as the individual animal transfer forms.

Response

Affiliated/Pre-Screened Volunteer Contact Information

Name: _____

Address: _____

Affiliated Organization: _____

Phone Number: _____

Emergency Contact: _____

Documented Training and Experience: _____

Vaccinations: _____

Suggested Position and Responsibilities: _____

Cut Along Line

Affiliated/Pre-Screened Volunteer Contact Information

Name: _____

Address: _____

Affiliated Organization: _____

Phone Number: _____

Emergency Contact: _____

Documented Training and Experience: _____

Vaccinations: _____

Emergency Animal Shelter Spontaneous Volunteer Application Form

Date _____

Personal Information

Name:	
Occupation/Title:	
Address:	
City, State, Zip code:	
Telephone Number(s):	
Emergency Telephone Contact Number:	
Email:	
Emergency Contact, Relationship, Phone Number:	
Vaccinations:	

Training, Skills & Experience

Formal Training and Skills:

Other:

Animal Handling Experience:

Volunteer experience:

Activities you wish to perform in disaster situations:

Activities you refuse to perform in disaster situations:

For All Disaster Animal Shelter Office Use Only

Accepted Declined Other

Recommended Placement

Volunteer Applicant Signature: _____ **Date:** _____

ADAS Staff Member Signature: _____ **Date:** _____

Response

**Local Logos or
Organizational Letterhead**

Volunteer Agreement and Release of Liability Waiver

I, _____ hereby acknowledge that I have voluntary offered my assistance in disaster response actions to _____.

I, _____ also acknowledge that working under disaster conditions may be dangerous, and I agree to offer my services and am fully aware of the potential ramifications that might occur due to working in disaster conditions. I fully accept responsibility for all risks of injury and/or death.

I have read this information carefully and fully comprehend the content contained within this document. I am aware that by signing this document I am accepting responsibility for any injury or death that may occur. I have signed this agreement in good faith and of free will.

Volunteer Signature: _____ Date: _____

Witness Signature: _____ Date: _____

Reference: The New Jersey Animal Working Group

Daily Staff Shift Sign-In/Out Log

Date: _____

Name (Please Print)	Affiliation	Time In	Time Out

Response

Staff Identification Badge

<p style="text-align: center;">Staff</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Staff</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p style="text-align: center;">Staff</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Staff</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Daily Volunteer Shift Sign-In/Out Log

Date: _____

Name (Please Print)	Affiliation	Time In	Time Out

Response

Volunteer Identification Badge

<p style="text-align: center;">Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p style="text-align: center;">Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Response

Emergency Animal Shelter Visitor Identification Pass

(Adapted from HSUS)

<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p style="text-align: center;">Visitor Pass</p> <p>Name: _____ Date: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Response

Daily Supply Receipt Form

Date: _____

Delivery Date	Item Description	Item Status: (Donated or Purchased)	Intent for Donation (Designated or Undesignated)	Vendor or Donor	Vendor or Donor Contact Information	Receiver Signature/Date

Completed and maintained by Back Office Administration Manager

Response

Legal issues that should be considered with legal council:

- **MOU agreements.**
 - Does the signer have the authority to enter into such agreements?
 - Subjects such as indemnity, insurance and workers' compensation need to be addressed.
 - Damages, liability and insurance issues involving facility utilization should be taken into account.
- **Volunteer management involving the utilization of spontaneous and/or affiliated volunteers should be examined.**
 - Will they be covered by the Federal Volunteer Act?
 - Liability surrounding volunteer injury and screening.
 - OSHA concerns
 - Labor Laws and how do they apply?
- **Donation management.**
 - Are the donations received designated or undesignated funds?
 - Medication distributed at the emergency shelter should be considered a controlled substance issue (Who has access, who can distribute, security of supplies).
 - Liability as a result of accidental poisoning of the food supply
- **Information regarding state aid and the utilization of outside jurisdictions' facilities, supplies.**
 - These should be researched and the ramifications should be evaluated.
- **Animal intake and documentation.**
 - Should be assessed with regard to contracts or breach of contracts. Also issues concerning the fostering or adopting out of animals.
 - What happens if the animal's documentation is misplaced?
- **Facility management and security.**
 - Issues regarding accommodating individuals with allergies, and public health procedures.
 - Security at the emergency shelter should be solicited to prevent theft of animals.
- **Animal transport**
 - Issues involving the temperature of transport kennel or container, holding period, etc. may create many legal issues.
- **Issues involving the spaying and neutering of animals.**
 - What will be done with known and unclaimed animals?

Other topics that may warrant the utilization of a lawyer when creating or running an emergency animal shelter may include:

- Veterinary Service (liability, insurance, and reimbursement functions).
- Animal Triage and Euthanasia.
- Animal - Owner reunification protocols.
 - What happens if the owner fails to pick up their animal in the agreed upon time period. Property issues should be considered. Should the animal remain or be transferred elsewhere?
- Handling Exotic and Dangerous Animals (damages, liability, and insurance).

SECTION III

All Animals – All Disasters

Grab and Go

Resource

Developing

A

Local Animal All Disaster

**Animal Rescuing and Emergency Transportation
Plan**

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

All Animals – All Disasters

Grab and Go

Resource

Evacuation and Transportation Manger

Developing

A

Local Animal All Disaster

Animal Evacuation and Emergency Sheltering

Plan

Mitigation, Preparedness, Response and Recovery

Developed by the Regional Institute for Community Policing, Springfield, Illinois

Institute of Government and Public Affairs

University of Illinois

Chicago Springfield Urbana-Champaign

Transportation Options Worksheet

Identify the local transportation options for animals and/or owners that may be utilized if needed upon the activation of the local Emergency Operation Plan.

Vehicle Type	Quantity Available	Source Location	MOU
Buses			
Semis			
Tractors			
Truck/trailers			
Animal ambulances			
Livestock trucks with loading ramps			
Large capacity vans			
Vans			
Rafts/canoes			
Water trucks			
Trains			
Helicopters			
Other			

Signature: _____ Date: _____

Pre-planning & Response

Potential Emergency Animal Evacuation Vehicles

Identify all organizations that own vehicles and/or other equipment (trailers, forklifts, farm equipment, etc) that may be utilized for emergency animal and/or human evacuation in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name/ Contact Name	Address / Phone Number/ Emergency Contact	Types of vehicles or equipment that can accommodate animals and/or humans	Animal Holding Capacity / Human Holding Capacity	Quantity Available	MOU

Signature: _____ Date: _____

Animal Evacuation Routes Worksheet

Identify routes and their possible use (such as incoming first responders, incoming supplies, outgoing evacuees, emergency medical transportation) and the type of disaster that would initiate utilization.

Route	Evacuation Use	Type of disaster to be used in	Current Status (Useable or Unusable)

Signature: _____ Date: _____

Animal Evacuation Supply Contact List Worksheet

Identify vendors, corporate sponsors and all other relevant entities who are willing to assist with available resources for the evacuation of animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning & Response

Animal Welfare Groups Contact and Resource List

Identify, local and within a 100 mile radius, any organizations who are willing to assist with resources for the evacuation and transportation of animals during times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning & Response

Evacuation and Transportation Supplies Checklist

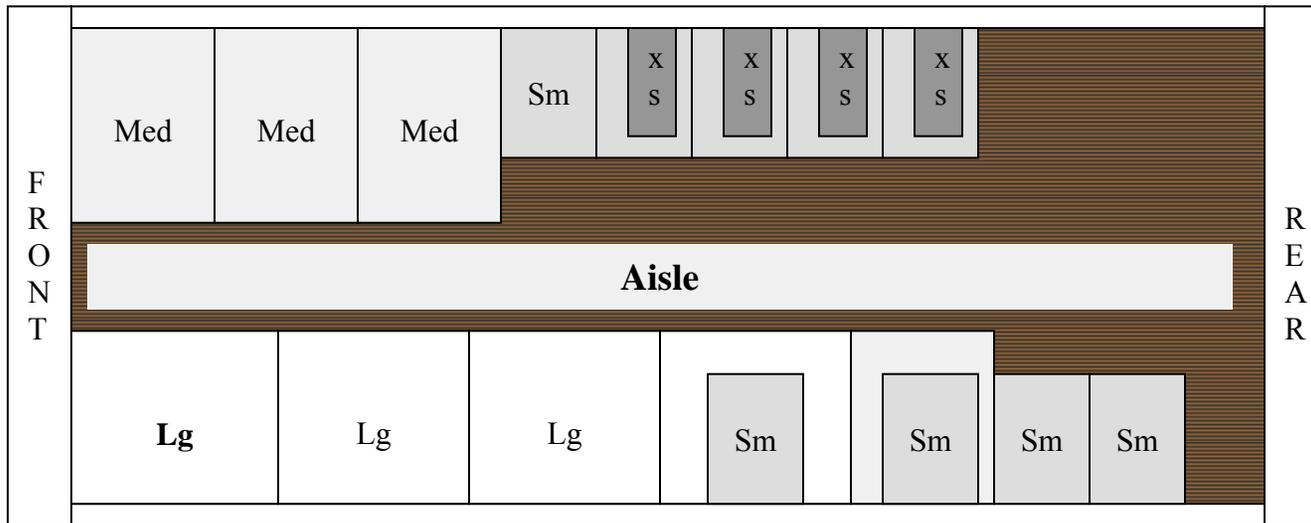
<ul style="list-style-type: none"><input type="checkbox"/> Animal ambulances<input type="checkbox"/> Boats with motors<input type="checkbox"/> Buses<input type="checkbox"/> Forklifts<input type="checkbox"/> Hay trucks<input type="checkbox"/> Helicopters<input type="checkbox"/> Large capacity vans<input type="checkbox"/> Livestock trucks with loading ramps<input type="checkbox"/> Rafts & canoes<input type="checkbox"/> Satellite telephones<input type="checkbox"/> Semis<input type="checkbox"/> Tractors<input type="checkbox"/> Trailers<input type="checkbox"/> Trains<input type="checkbox"/> Water trucks<input type="checkbox"/> CB radios<input type="checkbox"/> 2-way radios<input type="checkbox"/> Megaphones<input type="checkbox"/> Power strips<input type="checkbox"/> Radios (am/fm & weather band)<input type="checkbox"/> Wi-Fi capabilities<input type="checkbox"/> Rope and tie downs<input type="checkbox"/> Caution signs & tape<input type="checkbox"/> Permanent markers for labeling<input type="checkbox"/> Temporary transport kennels<input type="checkbox"/> Signs to post at properties where animals are evacuated from without owners<input type="checkbox"/> Disposable id tags	<ul style="list-style-type: none"><input type="checkbox"/> Air purifying respirators<input type="checkbox"/> Biosecurity Suits (Hooded-two piece chemical splash suits)<input type="checkbox"/> Biosecurity waste bags<input type="checkbox"/> Coveralls<input type="checkbox"/> Disposable boots<input type="checkbox"/> Eye protection (safety glasses & chemical splash goggles)<input type="checkbox"/> Face masks<input type="checkbox"/> First aid kits<input type="checkbox"/> Gowns<input type="checkbox"/> Hand sanitizer<input type="checkbox"/> Hard hats<input type="checkbox"/> ID badges<input type="checkbox"/> Plastic gloves<input type="checkbox"/> Rain suits<input type="checkbox"/> Rubber boats<input type="checkbox"/> Water dispensers<input type="checkbox"/> Other
---	--

Pre-planning & Response

Emergency Animal Evacuation Position Worksheet

Job Title	Name of Person	Address Contact Number(s)	Duties	Reports To

Loading Plan Worksheet



Identify trucks most suitable for animal transportation in your area before the onset of a disaster.

1. Gather measurements

- Internal and external measurements of truck or hauling vehicle (length, width, height)
- Kennels, cages, fencing units of all possible sizes (external length, width, height)

Based on your measurements of both the length and width of both the truck and kennels (various sizes) determine approximately how many animals in suitable kennels will fit in the truck while still providing an aisle way so animals can be monitored during the relocation. Also determine internal truck height to see if kennels for smaller animals can be stacked on top of others if they are able to be properly secured.

2. Plan the organization of animal placement

- Large, small, aggressive,
- Same species in similar areas

3. Other equipment needed

- Rope and fasteners to secure/tie down each kennel
- Boards, cloth, etc. to isolate different animal kennels to reduce stress
- Other

See Animal Transport Regulations

Pre-planning & Response

Pre-Transfer Medical Release Form

Shelter Issued Registration Identification Number	<input type="checkbox"/> Canine <input type="checkbox"/> Feline <input type="checkbox"/> Other _____
Name of Animal	<input type="checkbox"/> Male <input type="checkbox"/> Female
Microchip Number (if available)	
Currently being treated for: <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
Medications with animal: <input type="checkbox"/> Yes <input type="checkbox"/> No <hr/> <hr/> <hr/> <hr/>	
It is my professional opinion that this animal is suitable for transfer. <hr/>	
Veterinarian Signature	Date
<hr/>	
Printed Name	

Response

Emergency Contact Information for Transport Personnel

In case of emergency, please contact

Emergency Animal Shelter Name:

Contact Person:

Location:

Phone:

Cell Phone:

Receiving Facility Name:

Contact Person:

Address:

Phone:

Cell Phone:

Special Recommendations for Transporter:

- Evaluate animals at minimum every 4 hours
- Look for signs of stress and injury
- Animals should be feed once a day and watered two times a day
- Do not remove any animals from there kennels in an unsecured area unless it is an emergency

Additional Information

Length of trip:

Driver Name:

License Number:

Signature:

Date:

Additional Notes and Animal Observations:

Response

Special Needs Animal Form

Attach one copy directly to the animal's kennel in front of the animal kennel card and place one in animals file to be copied for transport.

Emergency Animal Shelter Staff and Volunteers: Please read this animal's file immediately	
Shelter issued registration identification number: _____	
Animal's name: _____	
<input type="checkbox"/> Behavior	Notes:
<input type="checkbox"/> Handling Information	Notes:
<input type="checkbox"/> Medical History	Notes:
<input type="checkbox"/> Diet	Notes:
<input type="checkbox"/> Additional Concerns and Notes:	Notes:

Response

Procedures Prior to Loading and Transport of Animals

Procedure	Supplies Needed
1. Direct walkers to the correct animal.	Volunteer Load Supervisor (1)
2. Check microchip, shelter issued registration identification number, and photograph to ensure that it is the correct animal. If, it is the intended animal attach the shipping collar and confirm the shelter issued registration number with the animal transfer portfolio. If incorrect, return the animal to the emergency animal shelter kennel and consult your supervisor.	Animal transfer portfolio Micro-chip reader Volunteer (2)
3. Walk and water the animals	Leashes Bowls Water Volunteers (as needed)
4. Verify microchip and/or shelter issued registration identification number and photo again. Seek the assistance of a veterinarian and/or a vet technician to administer tranquilizing agent to animal.	Veterinarian or vet tech if tranquilizing agent will be used.
5. Write transport number on transfer kennel with permanent marker. Give the animal transfer portfolio to the driver and place the animal into the kennel for loading.	Permanent marker Volunteers(2)
6. Load kennel into truck	Volunteers (2)
7. Volunteers fill water bowls before transport	Water Jugs Volunteers (4)
8. Fork Lift operator	Forklift Forklift Operator (1) Volunteers to unload inside trucks
9. Stack and secure all kennels containing animals	Rope and tie downs
10. Animals in Load List to Driver	

In-Field Animal
Tag SOG

Purpose:

- To ID the animal in case the animal's paperwork is misplaced.
- ID an owned animal in the event an owner and animal are separated before paperwork is completed.

Attach In-Field Tags to:

- The outside of transport crates.
- Collars of animal not crated.
- Deceased animals where possible if transporting.

The In-field animal tag should be printed on Avery labels and placed on Blank Key Tags with the wire attached.

The key tags should be filled out by the field rescue team and attached to the animal before transport.

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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Owner's Name: _____

Animal's Name: _____

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Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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NOTICE SOG

Purpose: This poster is used to notify a property owner that their animal(s) have been removed from the property and where they can find them.

The Notice poster should be printed on bright attention-grabbing colors

Some colors that work best are:

1. Bright Blue
2. Lime Green
3. Orange
4. Other Neon Colors

Rescue teams must make sure they fill out the form

- with:**
1. A good description of all animals removed
 2. Date the animals were removed
 3. The name of the organization the rescue team is affiliated
 4. Animal shelter location
 5. The best phone number, If available, for owners to follow up on their animals

Note:

*****Field rescue team members should never put their own contact information on this form, only their parent organization information.

Process:

1. This form should be filled out and posted at all entrances to the property or home.
2. At least two of the forms should be placed by front and back doors
3. Forms should be placed in zip lock plastic bags to protect them from the elements and duct taped to the building.

Response

NOTICE

THE FOLLOWING ANIMAL(S)

WERE RESCUED FROM THIS PROPERTY

ON _____ BY _____

TO RECLAIM, VISIT THE FOLLOWING LOCATION

OR CALL _____

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Lost Animal Form

SOG

Purpose:

- To enable a field rescue team to go to enter a person's private property and look for their animals.
- To document animals reported missing by owners.
- To facilitate the unification of animal and rightful owner.

Process:

Claimants must complete this document before viewing the stray animal book or searching a shelter:

- They may not claim an animal not described on the form in advance.
- Any photos or lost posters should be attached to the lost animal form.

Shelter workers should compare all animals brought into the shelter with animals reported lost and documented on this form:

- Shelter workers that connect an animal in care to a Lost Animal Form should contact the reporting party for possible identification.
- Shelter workers that positively connect an animal in care to an owner should write the intake number in the upper right hand corner and place it with the intake form.

Completing the form:

- Complete one form for each animal reported missing.
- Intake Volunteer must indicate their name, the date, and location they completed the form.

Owner Information

This should be the owner's current information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animal Location

This is the last place/address the animal was seen by the owner.

Animal Information

This needs to be as thorough as completely as possible. Owners may need assistance here.

Medical Information

Veterinarian may have information useful to reunite lost animals. They may be located from a local telephone book or a Web site.

Contacts

List the names of other organizations where the animal has been reported missing. Shelter workers can use this info to cross-reference with other organizations.

Final Status of Animal

Complete to close out file.

INTAKE NUMBER

Lost Animal Form

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ATTACH PICTURE HERE

TODAY'S DATE:	INFORMATION RECEIVED BY: (PLEASE PRINT)
WHERE WAS THIS FORM COMPLETED?	
<input type="checkbox"/> TEMPORARY ANIMAL SHELTER <input type="checkbox"/> HUMAN EVACUATION SHELTER <input type="checkbox"/> FIELD <input type="checkbox"/> OTHER _____	

OWNER INFORMATION		
NAME:	ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: () () ()	WORK PHONE: () () ()	CELL PHONE: () () ()
ALT. PHONE: () () ()	E-MAIL ADDRESS:	

ANIMAL LOCATION	
DATE LAST SEEN:	LOCATION:

ANIMAL INFORMATION			
<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> OTHER: _____			AGE: _____
<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE <input type="checkbox"/> NEUTERED <input type="checkbox"/> SPAYED <input type="checkbox"/> UNKNOWN	<input type="checkbox"/> BREED: _____ <input type="checkbox"/> SMALL <input type="checkbox"/> MEDIUM <input type="checkbox"/> LARGE		
FUR LENGTH: _____	COLOR(S): _____	TAIL: <input type="checkbox"/> LONG <input type="checkbox"/> SHORT <input type="checkbox"/> CURLY EARS: <input type="checkbox"/> ERECT <input type="checkbox"/> FLOP	<input type="checkbox"/> BUSHY <input type="checkbox"/> DOCKED <input type="checkbox"/> CROPPED
DISTINGUISHING MARKS?			
ANIMAL'S NAME:		<input type="checkbox"/> MICROCHIP <input type="checkbox"/> TATTOO NUMBER: _____	
COLLAR? <input type="checkbox"/> YES <input type="checkbox"/> NO		ID TAG? <input type="checkbox"/> YES <input type="checkbox"/> NO	
TYPE/COLOR: _____		NAME/PHONE NUMBER: _____	
COUNTY RABIES LICENSE NO./YEAR: _____		ISSUING COUNTY: _____	

MEDICAL INFORMATION		
VETERINARIAN NAME:	PHONE NUMBER:	
ADDRESS:	ARE VACCINATIONS CURRENT?	
	<input type="checkbox"/> YES <input type="checkbox"/> NO DATE LAST GIVEN: _____	
ANIMAL ON ANY MEDICATION?	FREQUENCY?	WHEN WAS MEDICATION LAST GIVEN?
<input type="checkbox"/> YES <input type="checkbox"/> NO TYPE: _____		DATE: _____ TIME: _____

CONTACTS
WHO ELSE HAVE YOU NOTIFIED THE ANIMAL IS MISSING?

COMMENTS	FINAL STATUS OF ANIMAL
	FOR OFFICIAL USE ONLY <input type="checkbox"/> OWNER LOCATED <input type="checkbox"/> MATCHED WITH INTAKE ANIMAL <input type="checkbox"/> DECEASED <input type="checkbox"/> UNKNOWN AFTER 30 DAYS

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Request for Animal Rescue Form SOG

Purpose: To document requests for animal rescue.

Process

1. Intake Volunteers must be sure to print their name, date and time, and location for follow-up as necessary.
2. This form should be printed in duplicate copy if not an NCR form:
 - One stays in the master form file.
 - One goes with the field rescue team.
3. Never assign more than five animals to each form. Keep multiple forms together for a single property; they will be assigned to one team.
4. Intake Volunteers should never promise when a rescue will be attempted. Inform the Reporting Party (RP) that:
 - Requests are forwarded the Animal Rescue Group/Branch.
 - RPs will be contacted if field rescue teams determine a result.

Priority Status

- Urgent – the animal is in a life-threatening situation, without food or water for several days.
- 2 Day – the animal needs attention but it is not in danger.
- 3 Day – the animal is known to be safe but needs to be reunited with owner.

Note: Intake volunteer should use sound judgment to determine an animal's priority status while interviewing the RP. When in doubt, sooner is always better.

Reporting Party

Requests may be received from the owner, a second party, or other animal agency:

- Request should come from the owner, if possible
- Request should be given in-person, if possible, to obtain a signature.
- Only the owner or tenant may give legal permission to enter a property.
- Must have complete and current contact information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animals to be Rescued

Complete information is important for rescue teams as well as owners. It helps the rescue teams identify:

- The correct animal(s).
- Safety issues.
- Equipment needs.

Animal Location

Complete location information is important for rescue teams. Include:

- Landmark directions to the property as street signs may be down.
- Any hiding spots that the team may find the animal; this can speed rescue and reduce the animal's stress.

Permission to Rescue

Only owners or tenants may give permission to enter a property:

- Should be done in person:
 - Obtain owner/tenant signature.
 - Check photo ID or utility bill against the address.
- Verbal permission may also be given – Information must read to the owner.

Result of Rescue Efforts

Completed by rescue team:

1. The animal is identified by the number assigned in the “Animals to be Rescued” section (1 – 5).
2. Date of each attempt.
3. Rescue teams must update the master file at the end of each operational period on the result of rescue efforts.
4. All rescued animals must go through the intake process:
 - Attach a copy of the rescue request to the proper intake form.
 - Do not remove the original rescue request form from the "Active" file until there is a conclusion with each animal listed.
5. File all original closed out rescue request forms in the “Completed” file.

Request for Animal Rescue

REPORTING DATE:	TIME (include AM/PM):	INFORMATION TAKEN BY (PLEASE PRINT):	LOCATION FORM FILED:
-----------------	-----------------------	--------------------------------------	----------------------

PRIORITY STATUS			
<input type="checkbox"/> URGENT	<input type="checkbox"/> 2 DAY	<input type="checkbox"/> 3 DAY	<input type="checkbox"/> OWNER REQUESTED <input type="checkbox"/> REPORTED BY OTHER PARTY <input type="checkbox"/> AGENCY REQUEST

REPORTING PARTY		
NAME: (include agency if applicable)	ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: ()	WORK PHONE: ()	CELL PHONE: ()
ALT. PHONE: ()	E-MAIL ADDRESS:	
DOES THIS ANIMAL(S) BELONG TO THE REPORTING PARTY? <input type="checkbox"/> YES <input type="checkbox"/> NO		IF NOT, WHO DOES THIS ANIMAL BELONG TO? (provide name, address and phone number if known.)

ANIMALS TO BE RESCUED							
#	TYPE	GENDER	BREED	COLOR	SIZE	AGGRESSIVE	CONFINED
1						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
2						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
3						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
4						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
5						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO

ANIMAL LOCATION			
ANIMAL(S) LAST SEEN: DATE: _____ TIME: _____	ARE THERE PEOPLE WITH THE ANIMAL(S)? IF YES, WHO? <input type="checkbox"/> YES <input type="checkbox"/> NO NAME: _____	IS/ARE THE ANIMAL(S) BEING FED? <input type="checkbox"/> YES <input type="checkbox"/> NO	LAST TIME FED?
WHERE IS/ARE THE ANIMAL(S) LOCATED?: ADDRESS: _____ CITY: _____			
DIRECTIONS TO RESCUE AREA: 			
LANDMARKS: 			
LOCATION OF ANIMAL(S) ON PROPERTY: 			

PERMISSION TO RESCUE	
<ul style="list-style-type: none"> • The animal(s) listed above is/are legally mine and I can show proof of ownership. • I give permission to _____ volunteers to enter my property to rescue the animals I have listed above. • I do not hold the staff or volunteers liable if they are not able to save the animal(s) I have requested be rescued. I understand that sometimes circumstances beyond control prevents this from happening. • I do not hold the staff or volunteers liable for any damage done to my property while attempting to rescue the animals listed above. (Every effort will be made to leave the owner's property in the same condition it was when the vounteer entered the property.) • Key provided: <input type="checkbox"/> YES <input type="checkbox"/> NO • Permission to force entry: <input type="checkbox"/> YES <input type="checkbox"/> NO 	
SIGNATURE: _____ DRIVER LICENSE #: _____ DATE: _____	
<input type="checkbox"/> VERBAL PERMISSION GIVEN	

RESULT OF RESCUE EFFORTS	
ACTION	ANIMAL NUMBER (as noted in "ANIMALS TO BE RESCUED" section) and DATE
RESTRICTED ENTRY INTO THE AREA	
UNABLE TO FIND ANIMAL(S)	
RESCUED	
COULD NOT BE FOUND	
COULD NOT BE CAUGHT	
DECEASED	

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Contact information for Owner Seeking Lost Pet

INFORMATION THAT IS NEEDED FROM OWNERS LOOKING FOR THEIR ANIMALS:

OWNER'S NAME: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

PHONE: _____ CELL: _____

TYPE OF ANIMAL: _____

BREED OF ANIMAL: _____

COLOR OF ANIMAL: _____

SEX OF ANIMAL: MALE: _____ FEMALE: _____

PET'S NAME: _____

DETAILED DESCRIPTION OF PET (Includes for example, if cat is declawed, if cat or dog is spayed or neutered, if pet has collar and color of collar, if the pet has been tattooed or micro-chipped, etc.,)

WHERE WAS PET LEFT: HOUSE _____ CLINIC _____

OTHER _____

ADDRESS PET WAS RESCUED FROM

Date of request: _____ Made to whom: _____

Pre-planning & Response

Emergency Animal Evacuation and Transportation Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

Animal Transportation Regulations (Animal Welfare Act)

<http://www.aphis.usda.gov/ac/publications/AWR/PART3.HTML>

TITLE 9--ANIMALS AND ANIMAL PRODUCTS

CHAPTER I--ANIMAL AND PLANT HEALTH INSPECTION SERVICE, DEPARTMENT OF AGRICULTURE

PART 3 STANDARDS--Table of Contents

Subpart A_ Specifications for the Humane Handling, Care, Treatment, and Transportation of Dogs and Cats \1\

Sec. 3.13 Consignments to carriers and intermediate handlers.

(a) Carriers and intermediate handlers must not accept a dog or cat for transport in commerce more than 4 hours before the scheduled departure time of the primary conveyance on which the animal is to be transported. However, a carrier or intermediate handler may agree with anyone consigning a dog or cat to extend this time by up to 2 hours. (b) Carriers and intermediate handlers must not accept a dog or cat for transport in commerce unless they are provided with the name, address, and telephone number of the consignee. (c) Carriers and intermediate handlers must not accept a dog or cat for transport in commerce unless the consignor certifies in writing to the carrier or intermediate handler that the dog or cat was offered food and water during the 4 hours before delivery to the carrier or intermediate handler. The certification must be securely attached to the outside of the primary enclosure in a manner that makes it easily noticed and read. Instructions for no food or water are not acceptable unless directed by the attending veterinarian. Instructions must be in compliance with Sec. 3.16 of this subpart. The certification must include the following information for each dog and cat: (1) The consignor's name and address; (2) The tag number or tattoo assigned to each dog or cat under Sec. Sec. 2.38 and 2.50 of this chapter; (3) The time and date the animal was last fed and watered and the specific instructions for the next feeding(s) and watering(s) for a 24- hour period; and (4) The consignor's signature and the date and time the certification was signed. (d) Carriers and intermediate handlers must not accept a dog or cat for transport in commerce in a primary enclosure unless the primary enclosure meets the requirements of Sec. 3.14 of this subpart. A carrier or intermediate handler must not accept a dog or cat for transport if the primary enclosure is obviously defective or damaged and [[Page 55]] cannot reasonably be expected to safely and comfortably contain the dog or cat without causing suffering or injury. (e) Carriers and intermediate handlers must not accept a dog or cat for transport in commerce unless their animal holding area meets the minimum temperature requirements provided in Sec. Sec. 3.18 and 3.19 of this subpart, or unless the consignor provides them with a certificate signed by a veterinarian and dated no more than 10 days before delivery of the animal to the carrier or intermediate handler for transport in commerce, certifying that the animal is acclimated to temperatures lower than those required in Sec. Sec. 3.18 and 3.19 of this subpart. Even if the carrier or intermediate handler receives this certification, the temperatures the dog or cat is exposed to while in a terminal facility must not be lower than 45 [deg]F (2.2 [deg]C) for more than 4 consecutive hours when dogs or cats are present, as set forth in Sec. 3.18, nor lower than 45 [deg]F (2.2 [deg]C) for more than 45 minutes, as set forth in Sec. 3.19, when moving dogs or cats to or from terminal facilities or primary conveyances. A copy of the certification must

accompany the dog or cat to its destination and must include the following information:

(1) The consignor's name and address; (2) The tag number or tattoo assigned to each dog or cat under

Sec. Sec. 2.38 and 2.50 of this chapter; (3) A statement by a veterinarian, dated no more than 10 days before delivery, that to the best of his or her knowledge, each of the dogs or cats contained in the primary enclosure is acclimated to air temperatures lower than 50 [deg]F (10 [deg]C); but not lower than a minimum temperature, specified on a certificate, that the attending veterinarian has determined is based on generally accepted temperature standards for the age, condition, and breed of the dog or cat; and (4) The signature of the veterinarian and the date the certification was signed. (f) When a primary enclosure containing a dog or cat has arrived at the animal holding area at a terminal facility after transport, the carrier or intermediate handler must attempt to notify the consignee upon arrival and at least once in every 6-hour period thereafter. The time, date, and method of all attempted notifications and the actual notification of the consignee, and the name of the person who notifies or attempts to notify the consignee must be written either on the carrier's or intermediate handler's copy of the shipping document or on the copy that accompanies the primary enclosure. If the consignee cannot be notified within 24 hours after the dog or cat has arrived at the terminal facility, the carrier or intermediate handler must return the animal to the consignor or to whomever the consignor designates. If the consignee is notified of the arrival and does not accept delivery of the dog or cat within 48 hours after arrival of the dog or cat, the carrier or intermediate handler must return the animal to the consignor or to whomever the consignor designates. The carrier or intermediate handler must continue to provide proper care, feeding, and housing to the dog or cat, and maintain the dog or cat in accordance with generally accepted professional and husbandry practices until the consignee accepts delivery of the dog or cat or until it is returned to the consignor or to whomever the consignor designates. The carrier or intermediate handler must obligate the consignor to reimburse the carrier or intermediate handler for the cost of return transportation and care.

(Approved by the Office of Management and Budget under control number 0579-0093)

Sec. 3.14 Primary enclosures used to transport live dogs and cats.

Any person subject to the Animal Welfare regulations (9 CFR parts 1, 2, and 3) must not transport or deliver for transport in commerce a dog or cat unless the following requirements are met: (a) construction of primary enclosures. The dog or cat must be contained in a primary enclosure such as a compartment, transport cage, carton, or crate. Primary enclosures used to transport dogs and cats must be constructed so that: [[Page 56]] (1) The primary enclosure is strong enough to contain the dogs and cats securely and comfortably and to withstand the normal rigors of transportation; (2) The interior of the primary enclosure has no sharp points or edges and no protrusions that could injure the animal contained in it; (3) The dog or cat is at all times securely contained within the enclosure and cannot put any part of its body outside the enclosure in a way that could result in injury to itself, to handlers, or to persons or animals nearby; (4) The dog or cat can be easily and quickly removed from the enclosure in an emergency; (5) Unless the enclosure is permanently affixed to the conveyance, adequate devices such as handles or handholds are provided on its exterior, and enable the enclosure to be lifted without tilting it, and ensure that anyone handling the enclosure will not come into physical contact with the animal contained inside; (6) Unless the enclosure is permanently affixed to the conveyance, it is clearly marked on top and on one or more sides with the words "Live Animals," in letters at least 1 inch (2.5 cm.) high, and with arrows or other markings to indicate the correct upright position of the primary enclosure; (7) Any material, treatment, paint, preservative, or other chemical used in or on the enclosure is nontoxic to the animal and not harmful to the health or well-being of the animal; (8) Proper ventilation is provided to the animal in accordance with paragraph (c) of this section; and (9) The primary enclosure has a solid, leak-proof bottom or a removable, leak-proof collection tray under a slatted or mesh floor that prevents seepage of waste products, such as excreta and body fluids, outside of the enclosure. If a slatted or mesh floor is used in the enclosure, it must be designed and constructed so that the animal cannot put any part of its body between the slats or through the holes in the mesh. Unless the dogs and cats are on raised slatted floors or raised floors made of mesh, the primary enclosure must contain enough previously unused litter to absorb and cover excreta. The litter must be of a suitably absorbent material that is safe and nontoxic to the dogs and cats. (b) Cleaning of

primary enclosures. A primary enclosure used to hold or transport dogs or cats in commerce must be cleaned and sanitized before each use in accordance with the methods provided in Sec. 3.11(b)(3) of this subpart. If the dogs or cats are in transit for more than 24 hours, the enclosures must be cleaned and any litter replaced, or other methods, such as moving the animals to another enclosure, must be utilized to prevent the soiling of the dogs or cats by body wastes. If it becomes necessary to remove the dog or cat from the enclosure in order to clean, or to move the dog or cat to another enclosure, this procedure must be completed in a way that safeguards the dog or cat from injury and prevents escape. (c) Ventilation. (1) Unless the primary enclosure is permanently affixed to the conveyance, there must be: (i) Ventilation openings located on two opposing walls of the primary enclosure and the openings must be at least 16 percent of the surface area of each such wall, and the total combined surface area of the ventilation openings must be at least 14 percent of the total combined surface area of all the walls of the primary enclosure; or (ii) Ventilation openings on three walls of the primary enclosure, and the openings on each of the two opposing walls must be at least 8 percent of the total surface area of the two walls, and the ventilation openings on the third wall of the primary enclosure must be at least 50 percent of the total surface area of that wall, and the total combined surface area of the ventilation openings must be at least 14 percent of the total combined surface area of all the walls of the primary enclosure; or (iii) Ventilation openings located on all four walls of the primary enclosure and the ventilation openings on each of the four walls must be at least 8 percent of the total surface area of each such wall, and the total combined surface area of the openings must be at least 14 percent of total combined surface area of all the walls of the primary enclosure; and [[Page 57]] (iv) At least one-third of the ventilation area must be located on the upper half of the primary enclosure. (2) Unless the primary enclosure is permanently affixed to the conveyance, projecting rims or similar devices must be located on the exterior of each enclosure wall having a ventilation opening, in order to prevent obstruction of the openings. The projecting rims or similar devices must be large enough to provide a minimum air circulation space of 0.75 in. (1.9 cm) between the primary enclosure and anything the enclosure is placed against. (3) If a primary enclosure is permanently affixed to the primary conveyance so that there is only a front ventilation opening for the enclosure, the primary enclosure must be affixed to the primary conveyance in such a way that the front ventilation opening cannot be blocked, and the front ventilation opening must open directly to an unobstructed aisle or passageway inside the conveyance. The ventilation opening must be at least 90 percent of the total area of the front wall of the enclosure, and must be covered with bars, wire mesh, or smooth expanded metal having air spaces. (d) Compatibility. (1) Live dogs or cats transported in the same primary enclosure must be of the same species and be maintained in compatible groups, except that dogs and cats that are private pets, are of comparable size, and are compatible, may be transported in the same primary enclosure. (2) Puppies or kittens 4 months of age or less may not be transported in the same primary enclosure with adult dogs or cats other than their dams. (3) Dogs or cats that are overly aggressive or exhibit a vicious disposition must be transported individually in a primary enclosure. (4) Any female dog or cat in heat (estrus) may not be transported in the same primary enclosure with any male dog or cat. (e) Space and placement. (1) Primary enclosures used to transport live dogs and cats must be large enough to ensure that each animal contained in the primary enclosure has enough space to turn about normally while standing, to stand and sit erect, and to lie in a natural position. (2) Primary enclosures used to transport dogs and cats must be positioned in the primary conveyance so as to provide protection from the elements. (f) Transportation by air. (1) No more than one live dog or cat, 6 months of age or older, may be transported in the same primary enclosure when shipped via air carrier. (2) No more than one live puppy, 8 weeks to 6 months of age, and weighing over 20 lbs (9 kg), may be transported in a primary enclosure when shipped via air carrier. (3) No more than two live puppies or kittens, 8 weeks to 6 months of age, that are of comparable size, and weighing 20 lbs (9 kg) or less each, may be transported in the same primary enclosure when shipped via air carrier. (4) Weaned live puppies or kittens less than 8 weeks of age and of comparable size, or puppies or kittens that are less than 8 weeks of age that are littermates and are accompanied by their dam, may be transported in the same primary enclosure when shipped to research facilities, including Federal research facilities. (g) Transportation by surface vehicle or privately

owned aircraft. (1) No more than four live dogs or cats, 8 weeks of age or older, that are of comparable size, may be transported in the same primary enclosure when shipped by surface vehicle (including ground and water transportation) or privately owned aircraft, and only if all other requirements of this section are met. (2) Weaned live puppies or kittens less than 8 weeks of age and of comparable size, or puppies or kittens that are less than 8 weeks of age that are littermates and are accompanied by their dam, may be transported in the same primary enclosure when shipped to research facilities, including Federal research facilities, and only if all other requirements in this section are met. (h) Accompanying documents and records. Shipping documents that must accompany shipments of dogs and cats may be held by the operator of the primary conveyance, for surface transportation only, or must be securely attached in a readily accessible manner to the outside of any primary enclosure that is part of the shipment, in a manner that allows them to be detached for [[Page 58]] examination and securely reattached, such as in a pocket or sleeve. Instructions for administration of drugs, medication, and other special care must be attached to each primary enclosure in a manner that makes them easy to notice, to detach for examination, and to reattach securely. Food and water instructions must be attached in accordance with Sec. 3.13(c). (Approved by the Office of Management and Budget under control number 0579-0093) [56 FR 6486, Feb. 15, 1991, as amended at 63 FR 3023, Jan. 21, 1998]

Sec. 3.15 Primary conveyances (motor vehicle, rail, air, and marine).

(a) The animal cargo space of primary conveyances used to transport dogs and cats must be designed, constructed, and maintained in a manner that at all times protects the health and well-being of the animals transported in them, ensures their safety and comfort, and prevents the entry of engine exhaust from the primary conveyance during transportation. (b) The animal cargo space must have a supply of air that is sufficient for the normal breathing of all the animals being transported in it. (c) Each primary enclosure containing dogs or cats must be positioned in the animal cargo space in a manner that provides protection from the elements and that allows each dog or cat enough air for normal breathing. (d) During air transportation, dogs and cats must be held in cargo areas that are heated or cooled as necessary to maintain an ambient temperature and humidity that ensures the health and well-being of the dogs or cats. The cargo areas must be pressurized when the primary conveyance used for air transportation is not on the ground, unless flying under 8,000 ft. Dogs and cats must have adequate air for breathing at all times when being transported. (e) During surface transportation, auxiliary ventilation, such as fans, blowers or air conditioning, must be used in any animal cargo space containing live dogs or cats when the ambient temperature within the animal cargo space reaches 85 [deg]F (29.5 [deg]C). Moreover, the ambient temperature may not exceed 85 [deg]F (29.5 [deg]C) for a period of more than 4 hours; nor fall below 45 [deg]F (7.2 [deg]C) for a period of more than 4 hours. The preceding requirements are in addition to, not in place of, all other requirements pertaining to climatic conditions in parts 2 and 3 of this chapter.

(f) Primary enclosures must be positioned in the primary conveyance in a manner that allows the dogs and cats to be quickly and easily removed from the primary conveyance in an emergency. (g) The interior of the animal cargo space must be kept clean. (h) Live dogs and cats may not be transported with any material, substance (e.g., dry ice) or device in a manner that may reasonably be expected to harm the dogs and cats or cause inhumane conditions. [56 FR 6486, Feb. 15, 1991, as amended at 63 FR 10498, 10499, Mar. 4, 1998]

Sec. 3.16 Food and water requirements.

(a) Each dog and cat that is 16 weeks of age or more must be offered food at least once every 24 hours. Puppies and kittens less than 16 weeks of age must be offered food at least once every 12 hours. Each dog and cat must be offered potable water at least once every 12 hours. These time periods apply to dealers, exhibitors, research facilities, including Federal research facilities, which transport dogs and cats in their own primary conveyance, starting from the time the dog or cat was last offered food and potable water before transportation was begun. These time periods apply to carriers and intermediate handlers starting from the date and time stated on the

certificate provided under Sec. 3.13(c) of this subpart. Each dog and cat must be offered food and potable water within 4 hours before being transported in commerce. Consignors who are subject to the Animal Welfare regulations (9 CFR parts 1, 2, and 3) must certify that each dog and cat was offered food and potable water within the 4 hours preceding delivery of the dog or cat to a carrier or intermediate handler for transportation in commerce, and must certify the date and time the food and potable water was offered, in accordance with Sec. 3.13(c) of this subpart. [[Page 59]] (b) Any dealer, research facility, including a Federal research facility, or exhibitor offering any dog or cat to a carrier or intermediate handler for transportation in commerce must securely attach to the outside of the primary enclosure used for transporting the dog or cat, written instructions for the in-transit food and water requirements for a 24-hour period for the dogs and cats contained in the enclosure. The instructions must be attached in a manner that makes them easily noticed and read. (c) Food and water receptacles must be securely attached inside the primary enclosure and placed so that the receptacles can be filled from outside the enclosure without opening the door. Food and water containers must be designed, constructed, and installed so that a dog or cat cannot leave the primary enclosure through the food or water opening. (Approved by the Office of Management and Budget under control number 0579-0093)

Sec. 3.17 Care in transit.

(a) Surface transportation (ground and water). Any person subject to the Animal Welfare regulations transporting dogs or cats in commerce must ensure that the operator of the conveyance, or a person accompanying the operator, observes the dogs or cats as often as circumstances allow, but not less than once every 4 hours, to make sure they have sufficient air for normal breathing, that the ambient temperature is within the limits provided in Sec. 3.15(e), and that all applicable standards of this subpart are being complied with. The regulated person must ensure that the operator or person accompanying the operator determines whether any of the dogs or cats are in obvious physical distress and obtains any veterinary care needed for the dogs or cats at the closest available veterinary facility. (b) Air transportation. During air transportation of dogs or cats, it is the responsibility of the carrier to observe the dogs or cats as frequently as circumstances allow, but not less than once every 4 hours if the animal cargo area is accessible during flight. If the animal cargo area is not accessible during flight, the carrier must observe the dogs or cats whenever they are loaded and unloaded and whenever the animal cargo space is otherwise accessible to make sure they have sufficient air for normal breathing, that the animal cargo area meets the heating and cooling requirements of Sec. 3.15(d), and that all other applicable standards of this subpart are being complied with. The carrier must determine whether any of the dogs or cats are in obvious physical distress, and arrange for any needed veterinary care as soon as possible. (c) If a dog or cat is obviously ill, injured, or in physical distress, it must not be transported in commerce, except to receive veterinary care for the condition. (d) Except during the cleaning of primary enclosures, as required in Sec. 3.14 (b) of this subpart, during transportation in commerce a dog or cat must not be removed from its primary enclosure, unless it is placed in another primary enclosure or facility that meets the requirements of Sec. 3.6 or Sec. 3.14 of this subpart. (e) The transportation regulations contained in this subpart must be complied with until a consignee takes physical delivery of the dog or cat if the animal is consigned for transportation, or until the animal is returned to the consignor.

Sec. 3.18 Terminal facilities.

(a) Placement. Any person subject to the Animal Welfare regulations (9 CFR parts 1, 2, and 3) must not commingle shipments of dogs or cats with inanimate cargo in animal holding areas of terminal facilities. (b) Cleaning, sanitization, and pest control. All animal holding areas of terminal facilities must be cleaned and sanitized in a manner prescribed in Sec. 3.11(b)(3) of this subpart, as often as necessary to prevent an accumulation of debris or excreta and to minimize vermin infestation and disease hazards. Terminal facilities must follow an effective program in all animal holding areas for the control of insects, ectoparasites, and birds and mammals that are pests to dogs and cats. (c) Ventilation. Ventilation must be provided in any animal holding area in a terminal facility containing dogs or [[Page 60]] cats, by means of windows, doors, vents, or air conditioning. The air must be circulated by fans, blowers, or air conditioning so as to minimize drafts, odors,

and moisture condensation. Auxiliary ventilation, such as exhaust fans, vents, fans, blowers, or air conditioning must be used in any animal holding area containing dogs and cats, when the ambient temperature is 85 [deg]F (29.5 [deg]C) or higher (d) Temperature. The ambient temperature in an animal holding area containing dogs or cats must not fall below 45 [deg]F (7.2 [deg]C) or rise above 85 [deg]F (29.5 [deg]C) for more than four consecutive hours at any time dogs or cats are present. The ambient temperature must be measured in the animal holding area by the carrier, intermediate handler, or a person transporting dogs or cats who is subject to the Animal Welfare regulations (9 CFR parts 1, 2, and 3), outside any primary enclosure containing a dog or cat at a point not more than 3 feet (0.91 m) away from an outside wall of the primary enclosure, and approximately midway up the side of the enclosure. The preceding requirements are in addition to, not in place of, all other requirements pertaining to climatic conditions in parts 2 and 3 of this chapter.

(e) Shelter. Any person subject to the Animal Welfare regulations (9 CFR parts 1, 2, and 3) holding a live dog or cat in an animal holding area of a terminal facility must provide the following: (1) Shelter from sunlight and extreme heat. Shade must be provided that is sufficient to protect the dog or cat from the direct rays of the sun. (2) Shelter from rain or snow. Sufficient protection must be provided to allow the dogs and cats to remain dry during rain, snow, and other precipitation. (f) Duration. The length of time any person subject to the Animal Welfare regulations (9 CFR parts 1, 2, and 3) can hold dogs and cats in animal holding areas of terminal facilities upon arrival is the same as that provided in Sec. 3.13(f) of this subpart. [56 FR 6486, Feb. 15, 1991, as amended at 63 FR 10499, Mar. 4, 1998]

Sec. 3.19 Handling.

(a) Any person subject to the Animal Welfare regulations (9 CFR parts 1, 2, and 3) who moves (including loading and unloading) dogs or cats within, to, or from the animal holding area of a terminal facility or a primary conveyance must do so as quickly and efficiently as possible and must provide the following during movement of the dog or cat: (1) Shelter from sunlight and extreme heat. Sufficient shade must be provided to protect the dog or cat from the direct rays of the sun. The dog or cat must not be exposed to an ambient air temperature above 85 [deg]F (29.5 [deg]C) for a period of more than 45 minutes while being moved to or from a primary conveyance or a terminal facility. The temperature must be measured in the manner provided in Sec. 3.18(d) of this subpart. The preceding requirements are in addition to, not in place of, all other requirements pertaining to climatic conditions in parts 2 and 3 of this chapter. (2) Shelter from rain and snow. Sufficient protection must be provided to allow the dogs and cats to remain dry during rain, snow, and other precipitation. (3) Shelter from cold temperatures. Transporting devices on which live dogs or cats are placed to move them must be covered to protect the animals when the outdoor temperature falls below 50 [deg]F (10 [deg]C). The dogs or cats must not be exposed to an ambient temperature below 45 [deg]F (7.2 [deg]C) for a period of more than 45 minutes, unless they are accompanied by a certificate of acclimation to lower temperatures as provided in Sec. 3.13(e). The temperature must be measured in the manner provided in Sec. 3.18(d) of this subpart. The preceding requirements are in addition to, not in place of, all other requirements pertaining to climatic conditions in parts 2 and 3 of this chapter. (b) Any person handling a primary enclosure containing a dog or cat must use care and must avoid causing physical harm or distress to the dog or cat. (1) A primary enclosure containing a live dog or cat must not be placed on unattended conveyor belts, or on elevated conveyor belts, such as baggage claim conveyor belts and inclined conveyor ramps that lead to baggage claim areas, at any time; except that a primary enclosure may be placed on inclined conveyor ramps used to load and unload aircraft if an attendant is present at each end of the conveyor belt. (2) A primary enclosure containing a dog or cat must not be tossed, dropped, or needlessly tilted, and must not be stacked in a manner that may reasonably be expected to result in its falling. It must be handled and positioned in the manner that written instructions and arrows on the outside of the primary enclosure indicate. (c) This section applies to movement of a dog or cat from primary conveyance to primary conveyance, within a primary conveyance or terminal facility, and to or from a terminal facility or a primary conveyance. Approved by the Office of Management and Budget under control number 0579-0093) [56 FR 6486, Feb. 15, 1991, as amended at 63 FR 10499, Mar. 4, 1998]

All Animals – All Disasters

Grab and Go

Resource

Section III

Rescue Manger

Developing

A

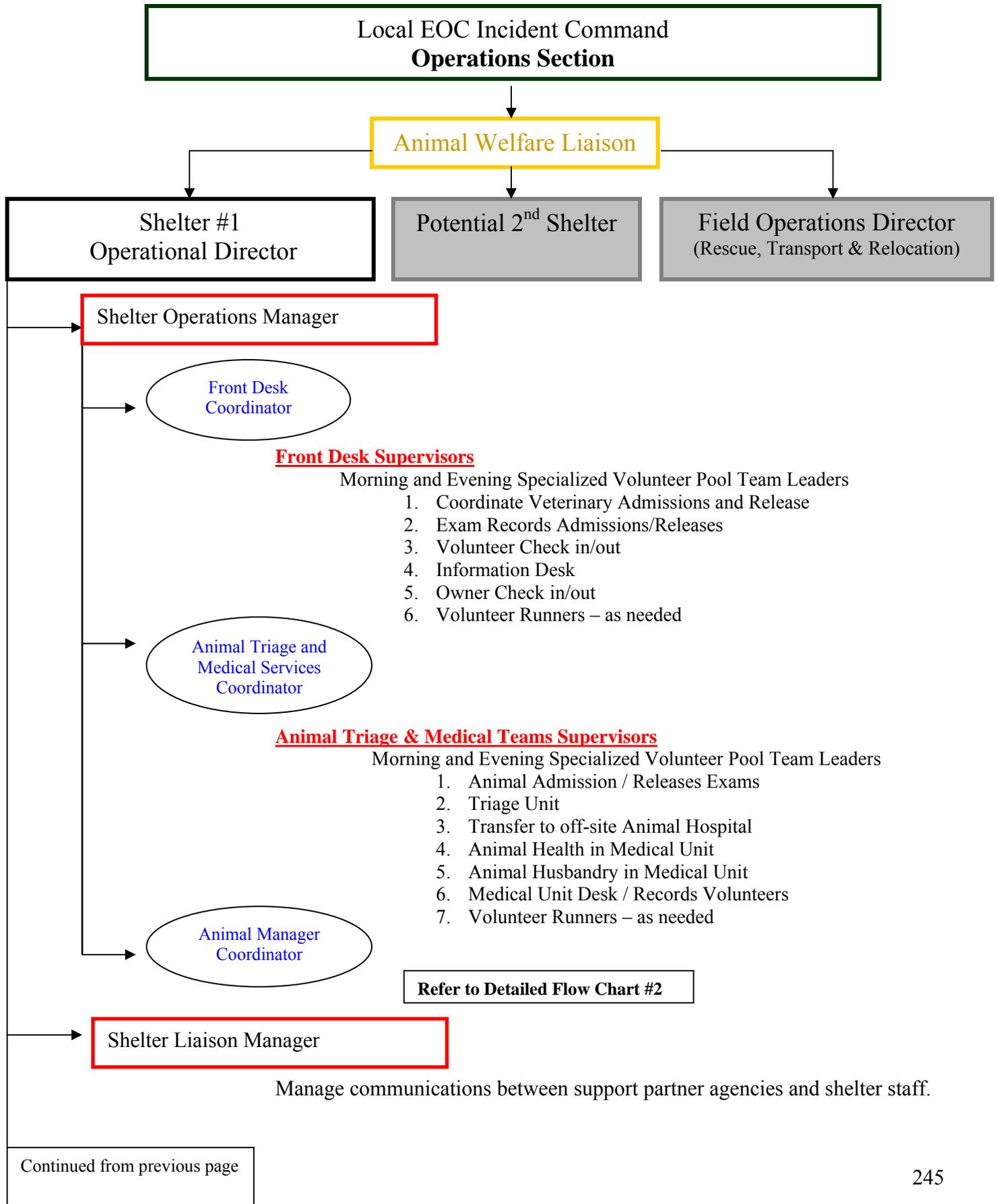
Local Animal All Disaster

Animal Evacuation and Emergency Sheltering
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

Emergency Animal Shelter Organizational Flow Chart



**Shelter #1
Operational Director**

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

**Adoptions & Fostering
Coordinator**

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Continued from previous page

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Continued on next page

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update and informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

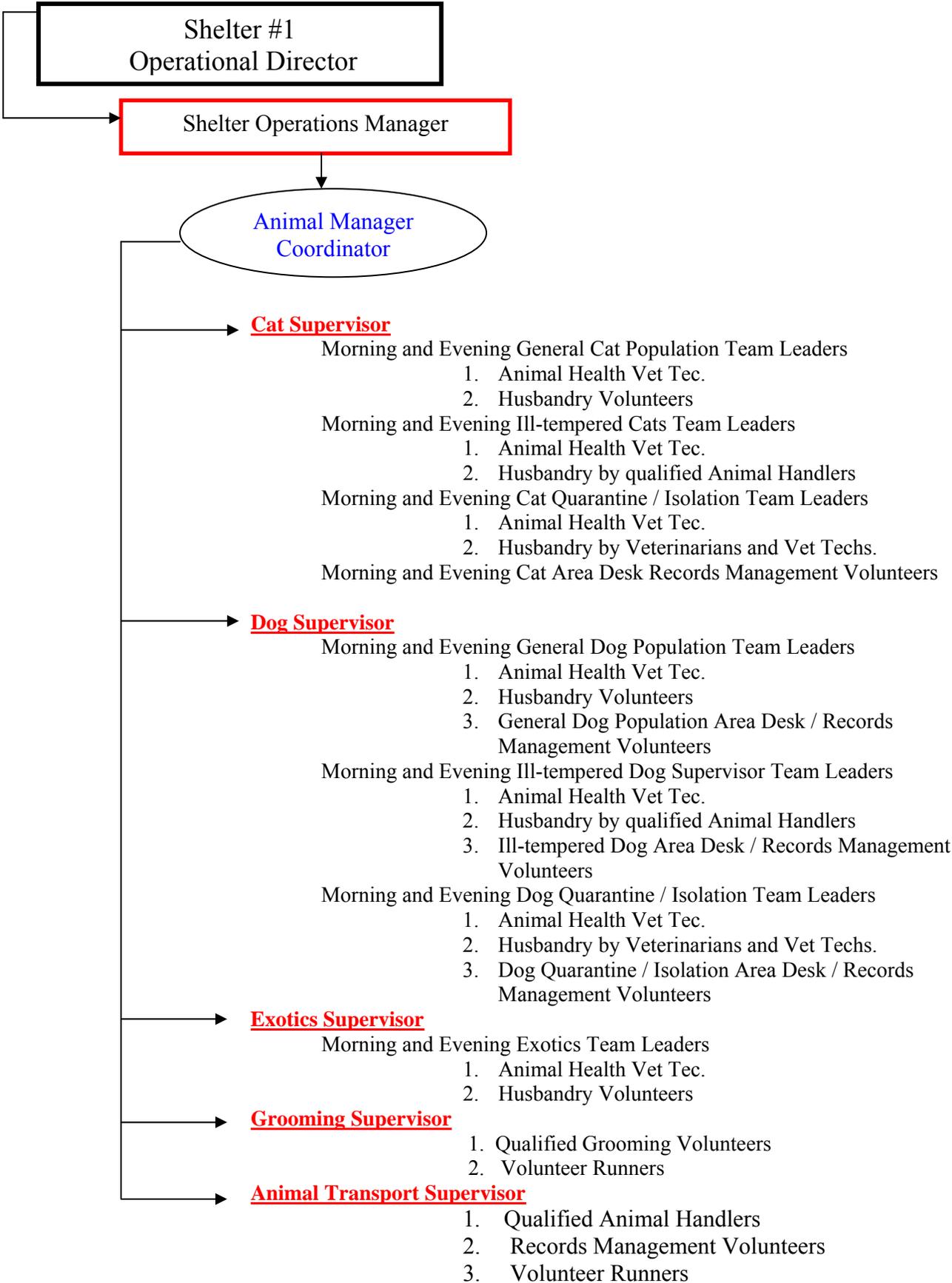
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under "Unknown Owner" and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4) Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

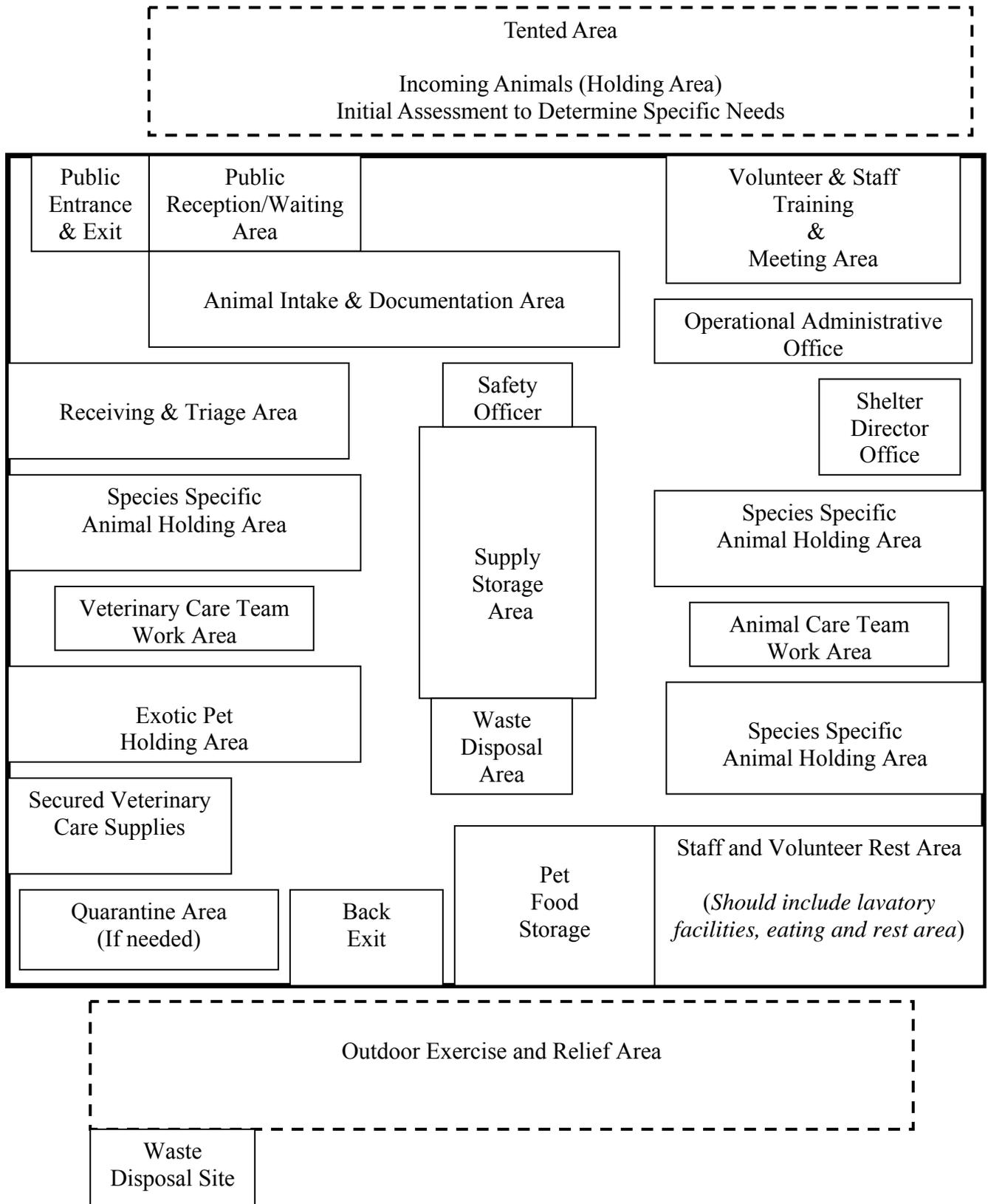
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



Pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage & easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning



Cages arranged by species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Animal Evacuation Routes Worksheet

Identify routes and their possible use (such as incoming first responders, incoming supplies, outgoing evacuees, emergency medical transportation) and the type of disaster that would initiate utilization.

Route	Evacuation Use	Type of disaster to be used in

Signature: _____ Date: _____

Pre-planning

Animal Supply Contact List Worksheet

Identify vendors, corporate sponsors and all other relevant entities that are willing to assist with available resources for animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Animal Supply and Equipment Master List

Animal Care, Restraint, & Handling	Equipment	Tools	Personnel Equipment	Cleaning Materials	Office Supplies
<input type="checkbox"/> Alcohol or alcohol wipes <input type="checkbox"/> Animal Thermometer <input type="checkbox"/> Animal Toys <input type="checkbox"/> Band-aids <input type="checkbox"/> Bedding <input type="checkbox"/> Bowls <input type="checkbox"/> Cat rescue poles <input type="checkbox"/> Catch poles <input type="checkbox"/> Collars <input type="checkbox"/> Containers with lids <input type="checkbox"/> Cotton balls <input type="checkbox"/> Disposable id collars <input type="checkbox"/> Disposable id wrist bands <input type="checkbox"/> Disposable table covers <input type="checkbox"/> Dog runs <input type="checkbox"/> Evac Sacs <input type="checkbox"/> Food & Water <input type="checkbox"/> Gauze <input type="checkbox"/> Halters <input type="checkbox"/> Identification tags <input type="checkbox"/> Kennels & carriers <input type="checkbox"/> Leashes & leads <input type="checkbox"/> Medical supplies ordered by veterinarians <input type="checkbox"/> Muzzles <input type="checkbox"/> Nail clippers <input type="checkbox"/> Plastic Carcass disposal bags <input type="checkbox"/> Portable fencing <input type="checkbox"/> Ropes (varied sizes) <input type="checkbox"/> Spray bottles for cleaning & disinfecting <input type="checkbox"/> Water barrels for large animals <input type="checkbox"/> Ziploc baggies (different sizes)	<input type="checkbox"/> 2-way radios <input type="checkbox"/> Airplanes <input type="checkbox"/> Animal ambulances <input type="checkbox"/> Boats with motors <input type="checkbox"/> Buses <input type="checkbox"/> Caution signs & tape <input type="checkbox"/> CB radios <input type="checkbox"/> Chairs <input type="checkbox"/> Extension cords (small & large) <input type="checkbox"/> Forklifts <input type="checkbox"/> Hay trucks <input type="checkbox"/> Helicopters <input type="checkbox"/> Large capacity vans <input type="checkbox"/> Livestock trucks with loading ramps <input type="checkbox"/> Lockable cabinet for controlled substance storage <input type="checkbox"/> Megaphones <input type="checkbox"/> Power strips <input type="checkbox"/> Radios (am/fm & weather band) <input type="checkbox"/> Rafts & canoes <input type="checkbox"/> Refrigerators <input type="checkbox"/> Satellite telephones <input type="checkbox"/> Scales (for large & small animals) <input type="checkbox"/> Semis <input type="checkbox"/> Tables <input type="checkbox"/> Tractors <input type="checkbox"/> Trailers <input type="checkbox"/> Trains <input type="checkbox"/> TVs & DVD/VCR <input type="checkbox"/> Water trucks <input type="checkbox"/> Wi-Fi capabilities	<input type="checkbox"/> Bolt cutters <input type="checkbox"/> Car jacks <input type="checkbox"/> Chains <input type="checkbox"/> Crowbars <input type="checkbox"/> Dollies <input type="checkbox"/> Duct tape <input type="checkbox"/> Flashlights <input type="checkbox"/> Hammer & nails <input type="checkbox"/> Knives <input type="checkbox"/> Levels <input type="checkbox"/> Manual tee-post drivers <input type="checkbox"/> Other <input type="checkbox"/> Portable generators <input type="checkbox"/> Screwdrivers & screws <input type="checkbox"/> Shovels <input type="checkbox"/> Sledgehammers & mallets <input type="checkbox"/> Tee-posts <input type="checkbox"/> Wire cutters <input type="checkbox"/> Wrenches	<input type="checkbox"/> Air purifying respirators <input type="checkbox"/> Bedding <input type="checkbox"/> Biosecurity Suits (Hooded-two piece chemical splash suits) <input type="checkbox"/> Biosecurity waste <input type="checkbox"/> Cots <input type="checkbox"/> Coveralls <input type="checkbox"/> Disposable boots <input type="checkbox"/> Disposable plates & cups <input type="checkbox"/> Eye protection (safety glasses & chemical splash goggles) <input type="checkbox"/> Face masks <input type="checkbox"/> First aid kits <input type="checkbox"/> Food & drinks <input type="checkbox"/> Gowns <input type="checkbox"/> Hand sanitizer <input type="checkbox"/> Hard hats <input type="checkbox"/> Hazardous/ <input type="checkbox"/> ID badges <input type="checkbox"/> Plastic gloves <input type="checkbox"/> Rain suits <input type="checkbox"/> Rubber boats <input type="checkbox"/> Tents <input type="checkbox"/> Water dispensers	<input type="checkbox"/> Bleach <input type="checkbox"/> Brooms & dust pans <input type="checkbox"/> Buckets <input type="checkbox"/> Cleaning & disinfecting solutions <input type="checkbox"/> Disposable mops <input type="checkbox"/> Hoses <input type="checkbox"/> Large rolls of plastic sheeting <input type="checkbox"/> Paper towels and tissues <input type="checkbox"/> Rags <input type="checkbox"/> Rubber mats <input type="checkbox"/> Scrub brushes <input type="checkbox"/> Trash bags <input type="checkbox"/> Waste receptacles	<input type="checkbox"/> 8 ½ x 11 paper <input type="checkbox"/> Camera (Polaroid & Digital) <input type="checkbox"/> Clipboards <input type="checkbox"/> Computer networking devices <input type="checkbox"/> Documentation & forms <input type="checkbox"/> Highlighters <input type="checkbox"/> Laptops <input type="checkbox"/> Lined paper <input type="checkbox"/> Lockable cabinets for important records <input type="checkbox"/> Pens and Pencils <input type="checkbox"/> Permanent markers <input type="checkbox"/> Printers <input type="checkbox"/> Stapler staples <input type="checkbox"/> Tape (scotch & duct) <input type="checkbox"/> Toner & ink cartridges

Animal Evacuation Supply Contact List Worksheet

Identify vendors, corporate sponsors and all other relevant entities that are willing to assist with available resources for the evacuation of animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning & Response

Evacuation and Transportation Supplies Checklist

<ul style="list-style-type: none"><input type="checkbox"/> Animal ambulances<input type="checkbox"/> Boats with motors<input type="checkbox"/> Buses<input type="checkbox"/> Forklifts<input type="checkbox"/> Hay trucks<input type="checkbox"/> Helicopters<input type="checkbox"/> Large capacity vans<input type="checkbox"/> Livestock trucks with loading ramps<input type="checkbox"/> Rafts & canoes<input type="checkbox"/> Satellite telephones<input type="checkbox"/> Semis<input type="checkbox"/> Tractors<input type="checkbox"/> Trailers<input type="checkbox"/> Trains<input type="checkbox"/> Water trucks<input type="checkbox"/> CB radios<input type="checkbox"/> 2-way radios<input type="checkbox"/> Megaphones<input type="checkbox"/> Power strips<input type="checkbox"/> Radios (am/fm & weather band)<input type="checkbox"/> Wi-Fi capabilities<input type="checkbox"/> Rope and tie downs<input type="checkbox"/> Caution signs & tape<input type="checkbox"/> Permanent markers for labeling<input type="checkbox"/> Temporary transport kennels<input type="checkbox"/> Signs to post at properties where animals are evacuated from without owners<input type="checkbox"/> Disposable id tags	<ul style="list-style-type: none"><input type="checkbox"/> Air purifying respirators<input type="checkbox"/> Biosecurity Suits (Hooded-two piece chemical splash suits)<input type="checkbox"/> Biosecurity waste bags<input type="checkbox"/> Coveralls<input type="checkbox"/> Disposable boots<input type="checkbox"/> Eye protection (safety glasses & chemical splash goggles)<input type="checkbox"/> Face masks<input type="checkbox"/> First aid kits<input type="checkbox"/> Gowns<input type="checkbox"/> Hand sanitizer<input type="checkbox"/> Hard hats<input type="checkbox"/> ID badges<input type="checkbox"/> Plastic gloves<input type="checkbox"/> Rain suits<input type="checkbox"/> Rubber boats<input type="checkbox"/> Water dispensers<input type="checkbox"/> Other
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Pre-planning & Response

In-Field Animal **Tag SOG**

Purpose:

- To ID the animal in case the animal's paperwork is misplaced.
- ID an owned animal in the event an owner and animal are separated before paperwork is completed.

Attach In-Field tags

to:

- The outside of transport crates.
- Collars of animal not crated.
- Deceased animals where possible if transporting.

The In-field animal tag should be printed on Avery labels and placed on Blank Key Tags with the wire attached.

The key tags should be filled out by the field rescue team and attached to the animal before transport.

Response

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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NOTICE SOG

Purpose: This poster is used to notify a property owner that their animal(s) have been removed from the property and where they can find them.

The Notice poster should be printed on bright attention-grabbing colors

Some colors that work best are:

1. Bright Blue
2. Lime Green
3. Orange
4. Other Neon Colors

Rescue teams must make sure they fill out the form

- with:**
1. A good description of all animals removed
 2. Date the animals were removed
 3. The name of the organization the rescue team is affiliated
 4. Animal shelter location
 5. The best phone number, If available, for owners to follow up on their animals

Note:

*****Field rescue team members should never put their own contact information on this form, only their parent organization information.

Process:

1. This form should be filled out and posted at all entrances to the property or home.
2. At least two of the forms should be placed by front and back doors
3. Forms should be placed in zip lock plastic bags to protect them from the elements and duct taped to the building.

Response

NOTICE

THE FOLLOWING ANIMAL(S)

WERE RESCUED FROM THIS PROPERTY

ON _____ BY _____

TO RECLAIM, VISIT THE FOLLOWING LOCATION

OR CALL _____

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Emergency Animal Evacuation Position Worksheet

Job Title	Name of Person	Address Contact Number(s)	Duties	Reports To

Signature: _____ Date: _____

Pre-planning & Response

Lost Animal Form

SOG

Purpose:

- To enable a field rescue team to go to enter a person's private property and look for their animals.
- To document animals reported missing by owners.
- To facilitate the unification of animal and rightful owner.

Proces

Claimants must complete this document before viewing the stray animal book or searching a shelter:

- They may not claim an animal not described on the form in advance.
- Any photos or lost posters should be attached to the lost animal form.

Shelter workers should compare all animals brought into the shelter with animals reported lost and documented on this form:

- Shelter workers that connect an animal in care to a Lost Animal Form should contact the reporting party for possible identification.
- Shelter workers that positively connect an animal in care to an owner should write the intake number in the upper right hand corner and place it with the intake form.

Completing the form:

- Complete one form for each animal reported missing.
- Intake Volunteer must indicate their name, the date, and location they completed the form.

Owner Information

This should be the owner's current information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animal Location

This is the last place/address the animal was seen by the owner.

Animal Information

This needs to be as thorough as completely as possible. Owners may need assistance here.

Medical Information

Veterinarian may have information useful to reunite lost animals. They may be located from a local telephone book or a Web site.

Contacts

List the names of other organizations where the animal has been reported missing. Shelter workers can use this info to cross-reference with other organizations.

Final Status of Animal

Complete to close out file

INTAKE NUMBER

Lost Animal Form

TODAY'S DATE:	INFORMATION RECEIVED BY: (PLEASE PRINT)
WHERE WAS THIS FORM COMPLETED?	
<input type="checkbox"/> TEMPORARY ANIMAL SHELTER <input type="checkbox"/> HUMAN EVACUATION SHELTER <input type="checkbox"/> FIELD <input type="checkbox"/> OTHER _____	

OWNER INFORMATION		
NAME:	ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: ()	WORK PHONE: ()	CELL PHONE: ()
ALT. PHONE: ()	E-MAIL ADDRESS:	

ANIMAL LOCATION	
DATE LAST SEEN:	LOCATION:

ANIMAL INFORMATION	
<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> OTHER: _____ AGE: _____	
<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE <input type="checkbox"/> NEUTERED <input type="checkbox"/> SPAYED <input type="checkbox"/> UNKNOWN	<input type="checkbox"/> BREED: _____ <input type="checkbox"/> SMALL <input type="checkbox"/> MEDIUM <input type="checkbox"/> LARGE
FUR LENGTH: COLOR(S):	TAIL: <input type="checkbox"/> LONG <input type="checkbox"/> SHORT <input type="checkbox"/> CURLY EARS: <input type="checkbox"/> ERECT <input type="checkbox"/> FLOP <input type="checkbox"/> BUSHY <input type="checkbox"/> DOCKED <input type="checkbox"/> CROPPED
DISTINGUISHING MARKS?	
ANIMAL'S NAME:	<input type="checkbox"/> MICROCHIP <input type="checkbox"/> TATTOO NUMBER: _____
COLLAR? <input type="checkbox"/> YES <input type="checkbox"/> NO	ID TAG? <input type="checkbox"/> YES <input type="checkbox"/> NO
TYPE/COLOR: _____	NAME/PHONE NUMBER: _____
COUNTY RABIES LICENSE NO./YEAR:	ISSUING COUNTY:

MEDICAL INFORMATION	
VETERINARIAN NAME:	PHONE NUMBER:
ADDRESS:	ARE VACCINATIONS CURRENT?
	<input type="checkbox"/> YES <input type="checkbox"/> NO DATE LAST GIVEN: _____
ANIMAL ON ANY MEDICATION?	FREQUENCY?
<input type="checkbox"/> YES <input type="checkbox"/> NO TYPE: _____	WHEN WAS MEDICATION LAST GIVEN?
	DATE: _____ TIME: _____

CONTACTS
WHO ELSE HAVE YOU NOTIFIED THE ANIMAL IS MISSING?

COMMENTS	FINAL STATUS OF ANIMAL FOR OFFICIAL USE ONLY
	<input type="checkbox"/> OWNER LOCATED <input type="checkbox"/> MATCHED WITH INTAKE ANIMAL <input type="checkbox"/> DECEASED <input type="checkbox"/> UNKNOWN AFTER 30 DAYS

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ATTACH PICTURE HERE

Request for Animal Rescue Form SOG

Purpose: To document requests for animal rescue.

Process

1. Intake Volunteers must be sure to print their name, date and time, and location for follow-up as necessary.
2. This form should be printed in duplicate copy if not an NCR form:
 - One stays in the master form file.
 - One goes with the field rescue team.
3. Never assign more than five animals to each form. Keep multiple forms together for a single property; they will be assigned to one team.
4. Intake Volunteers should never promise when a rescue will be attempted. Inform the Reporting Party (RP) that:
 - Requests are forwarded the Animal Rescue Group/Branch.
 - RPs will be contacted if field rescue teams determine a result.

Priority Status

- Urgent – the animal is in a life-threatening situation, without food or water for several days.
- 2 Day – the animal needs attention but it is not in danger.
- 3 Day – the animal is known to be safe but needs to be reunited with owner.

Note: Intake volunteer should use sound judgment to determine an animal's priority status while interviewing the RP. When in doubt, sooner is always better.

Reporting Party

Requests may be received from the owner, a second party, or other animal agency:

- Request should come from the owner, if possible
- Request should be given in-person, if possible, to obtain a signature.
- Only the owner or tenant may give legal permission to enter a property.
- Must have complete and current contact information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animals to be Rescued

Complete information is important for rescue teams as well as owners. It helps the rescue teams identify:

- The correct animal(s).
- Safety issues.
- Equipment needs.

Animal Location

Complete location information is important for rescue teams. Include:

- Landmark directions to the property as street signs may be down.
- Any hiding spots that the team may find the animal; this can speed rescue and reduce the animal's stress.

Permission to Rescue

Only owners or tenants may give permission to enter a property:

- Should be done in person:
 - Obtain owner/tenant signature.
 - Check photo ID or utility bill against the address.
- Verbal permission may also be given – Information must read to the owner.

Result of Rescue Efforts

Completed by rescue team:

1. The animal is identified by the number assigned in the “Animals to be Rescued” section (1 – 5).
2. Date of each attempt.
3. Rescue teams must update the master file at the end of each operational period on the result of rescue efforts.
4. All rescued animals must go through the intake process:
 - Attach a copy of the rescue request to the proper intake form.
 - Do not remove the original rescue request form from the "Active" file until there is a conclusion with each animal listed.
5. File all original closed out rescue request forms in the “Completed” file.

Request for Animal Rescue

REPORTING DATE:	TIME (include AM/PM):	INFORMATION TAKEN BY (PLEASE PRINT):	LOCATION FORM FILED:
-----------------	-----------------------	--------------------------------------	----------------------

PRIORITY STATUS			
<input type="checkbox"/> URGENT	<input type="checkbox"/> 2 DAY	<input type="checkbox"/> 3 DAY	<input type="checkbox"/> OWNER REQUESTED <input type="checkbox"/> REPORTED BY OTHER PARTY <input type="checkbox"/> AGENCY REQUEST

REPORTING PARTY			
NAME: (include agency if applicable)		ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: ()	WORK PHONE: ()	CELL PHONE: ()	
ALT. PHONE: ()	E-MAIL ADDRESS:		
DOES THIS ANIMAL(S) BELONG TO THE REPORTING PARTY? <input type="checkbox"/> YES <input type="checkbox"/> NO		IF NOT, WHO DOES THIS ANIMAL BELONG TO? (provide name, address and phone number if known.)	

ANIMALS TO BE RESCUED							
#	TYPE	GENDER	BREED	COLOR	SIZE	AGGRESSIVE	CONFINED
1						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
2						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
3						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
4						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
5						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO

ANIMAL LOCATION			
ANIMAL(S) LAST SEEN: DATE: _____ TIME: _____	ARE THERE PEOPLE WITH THE ANIMAL(S)? IF YES, WHO? <input type="checkbox"/> YES <input type="checkbox"/> NO NAME: _____	IS/ARE THE ANIMAL(S) BEING FED? <input type="checkbox"/> YES <input type="checkbox"/> NO	LAST TIME FED?
WHERE IS/ARE THE ANIMAL(S) LOCATED?: ADDRESS:		CITY:	
DIRECTIONS TO RESCUE AREA:			
LANDMARKS:			
LOCATION OF ANIMAL(S) ON PROPERTY:			

PERMISSION TO RESCUE	
<ul style="list-style-type: none"> • The animal(s) listed above is/are legally mine and I can show proof of ownership. • I give permission to _____ volunteers to enter my property to rescue the animals I have listed above. • I do not hold the staff or volunteers liable if they are not able to save the animal(s) I have requested be rescued. I understand that sometimes circumstances beyond control prevents this from happening. • I do not hold the staff or volunteers liable for any damage done to my property while attempting to rescue the animals listed above. (Every effort will be made to leave the owner's property in the same condition it was when the volunteer entered the property.) • Key provided: <input type="checkbox"/> YES <input type="checkbox"/> NO • Permission to force entry: <input type="checkbox"/> YES <input type="checkbox"/> NO 	
SIGNATURE: _____	DRIVER LICENSE #: _____ DATE: _____
<input type="checkbox"/> VERBAL PERMISSION GIVEN	

RESULT OF RESCUE EFFORTS	
ACTION	ANIMAL NUMBER (as noted in "ANIMALS TO BE RESCUED" section) and DATE
RESTRICTED ENTRY INTO THE AREA	
UNABLE TO FIND ANIMAL(S)	
RESCUED	
COULD NOT BE FOUND	
COULD NOT BE CAUGHT	
DECEASED	

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Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

SECTION IV

All Animals – All Disasters

Grab and Go

Resource

Developing

A

**Local Animal All Disaster
Emergency Sheltering Plan**

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

All Animals – All Disasters

Grab and Go

Resource

Section IV

Shelter Director

Developing

A

Local Animal All Disaster

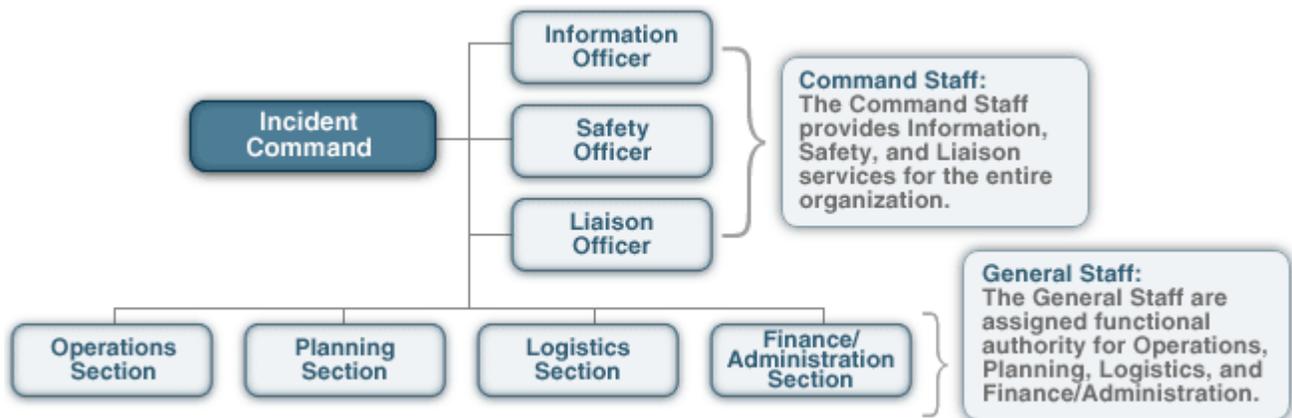
Animal Evacuation and Emergency Sheltering
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute for Government & Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

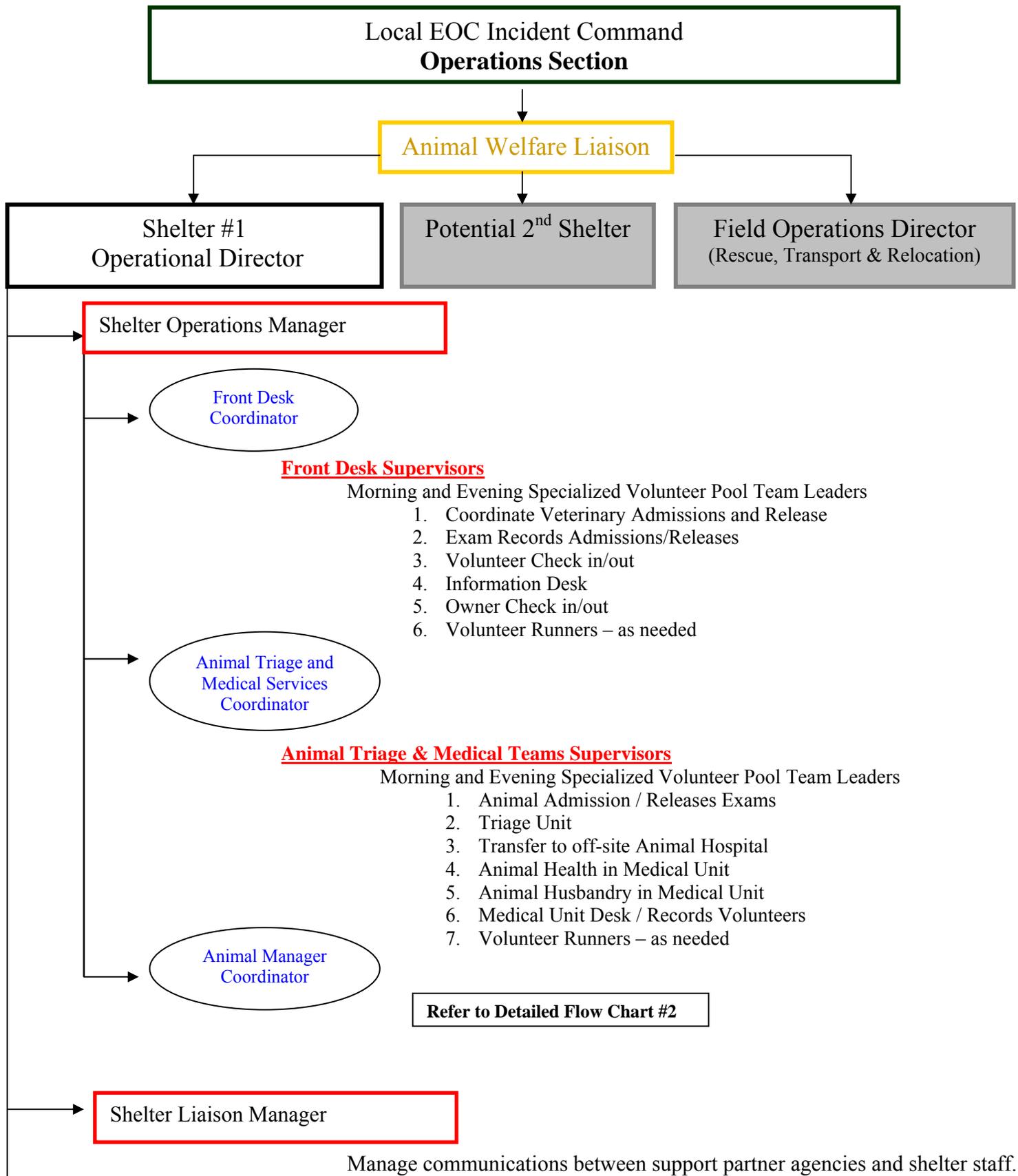
Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Pre-planning

Emergency Animal Shelter Organizational Flow Chart



Continued on next page

Shelter #1
Operational Director

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

Adoptions & Fostering
Coordinator

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update and informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

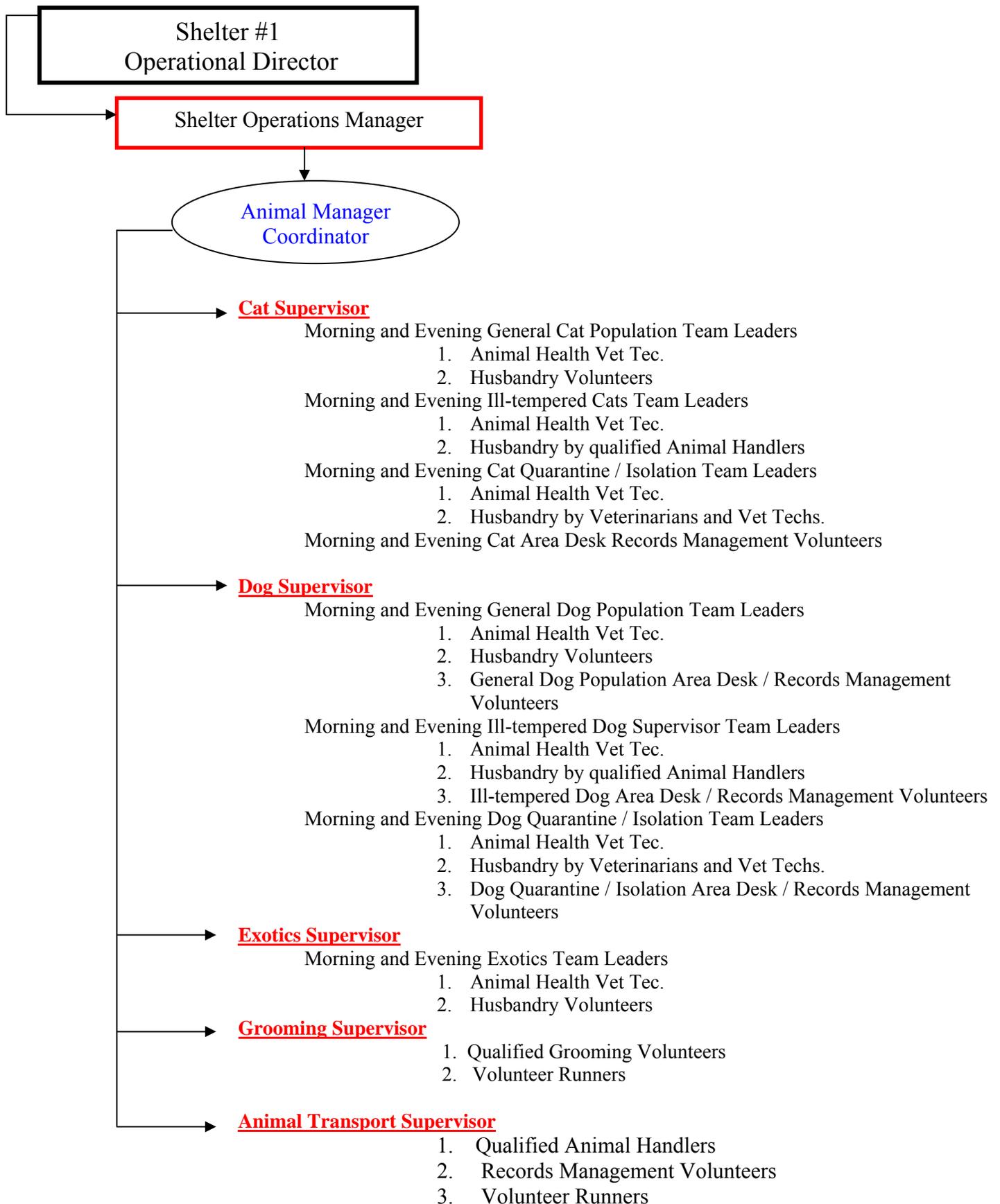
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Pre-planning & Response

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under "Unknown Owner" and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4) Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

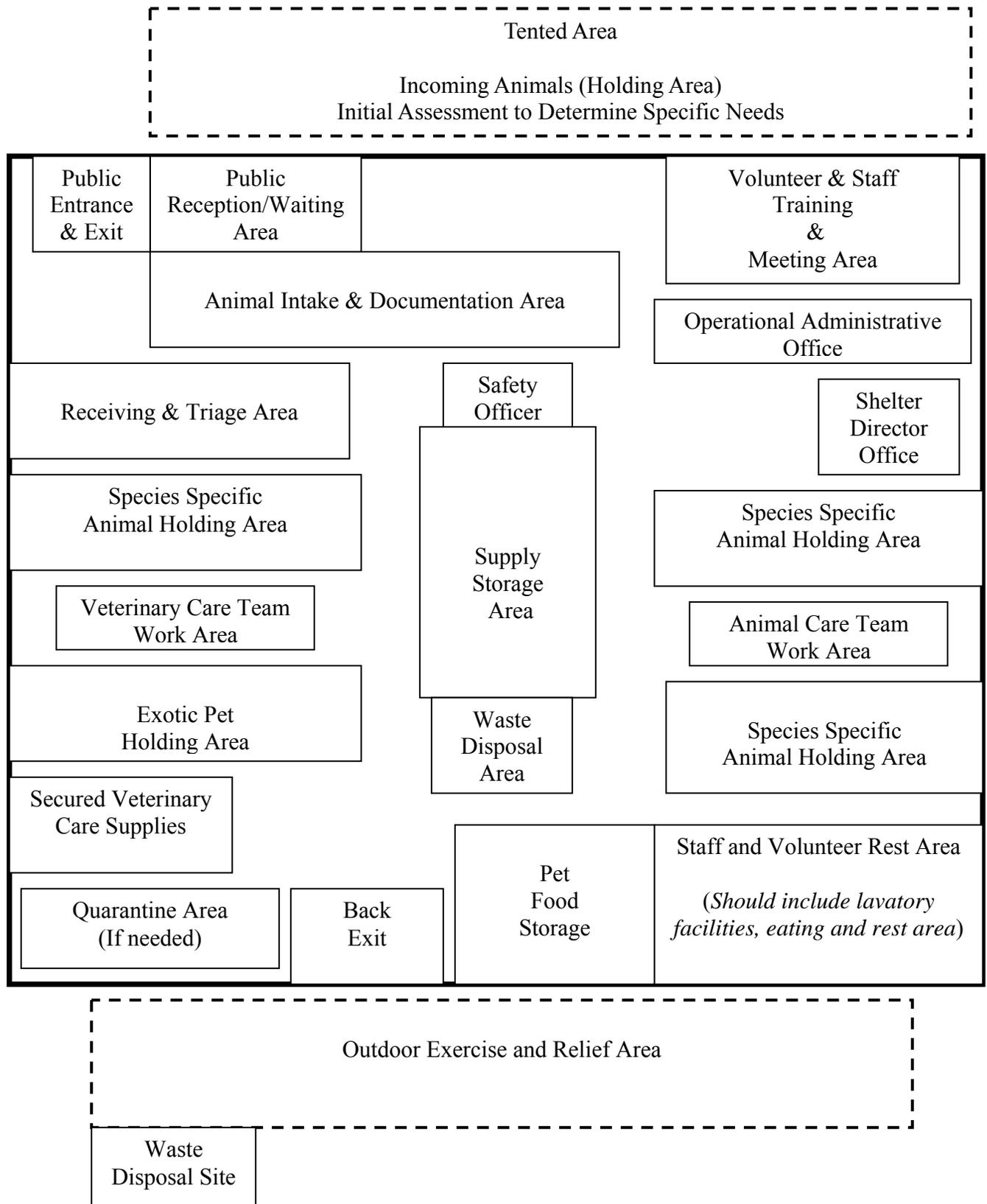
Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Pre-planning & Response

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Pre-planning & Response

Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



Pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage & easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged by species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

Legal issues that should be considered with legal council:

- **MOU agreements.**
 - Does the signer have the authority to enter into such agreements?
 - Subjects such as indemnity, insurance and workers' compensation need to be addressed.
 - Damages, liability and insurance issues involving facility utilization should be taken into account.
- **Volunteer management involving the utilization of spontaneous and/or affiliated volunteers should be examined.**
 - Will they be covered by the Federal Volunteer Act?
 - Liability surrounding volunteer injury and screening.
 - OSHA concerns
 - Labor Laws and how do they apply?
- **Donation management.**
 - Are the donations received designated or undesignated funds?
 - Medication distributed at the emergency shelter should be considered a controlled substance issue (Who has access, who can distribute and security of supplies).
 - Liability as a result of accidental poisoning of the food supply
- **Information regarding state aid and the utilization of outside jurisdictions' facilities, supplies.**
 - These should be researched and the ramifications should be evaluated.
- **Animal intake and documentation.**
 - Should be assessed with regard to contracts or breach of contracts. Also issues concerning the fostering or adopting out of animals.
 - What happens if the animal's documentation is misplaced?
- **Facility management and security.**
 - Issues regarding accommodating individuals with allergies, and public health procedures.
 - Security at the emergency shelter should be solicited to prevent theft of animals.
- **Animal transport**
 - Issues involving the temperature of transport kennel or container, holding period, etc. may create many legal issues.
- **Issues involving the spaying and neutering of animals.**
 - What will be done with known and unclaimed animals?

Other topics that may warrant the utilization of a lawyer when creating or running an emergency animal shelter may include:

- Veterinary Service (liability, insurance, and reimbursement functions).
- Animal Triage and Euthanasia.
- Animal - Owner reunification protocols.
 - What happens if the owner fails to pick up their animal in the agreed upon time period. Property issues should be considered. Should the animal remain or be transferred elsewhere?
- Handling Exotic and Dangerous Animals (damages, liability, and insurance).

All Animals – All Disasters

Grab and Go

Resource

Shelter Operations Manager

Developing

A

Local Animal All Disaster

Animal Evacuation and Emergency Sheltering

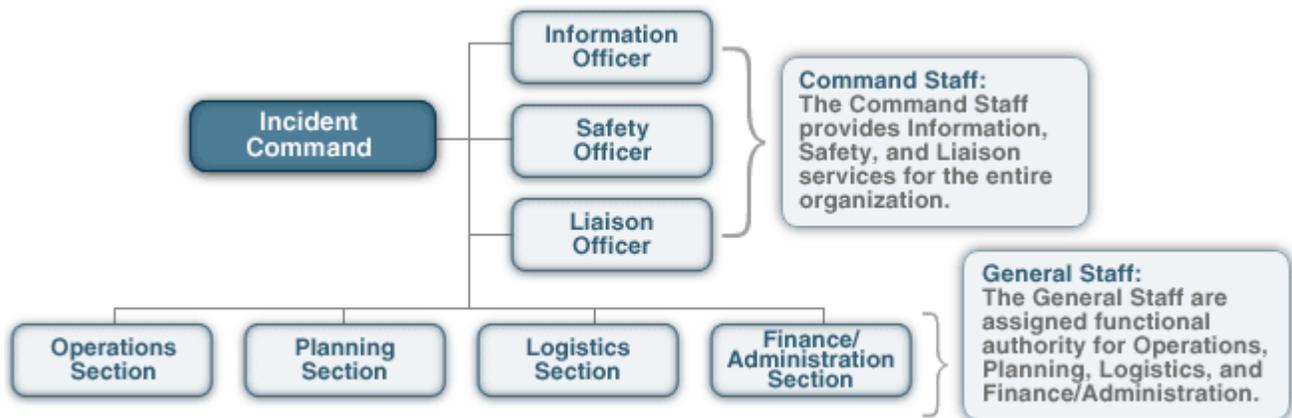
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

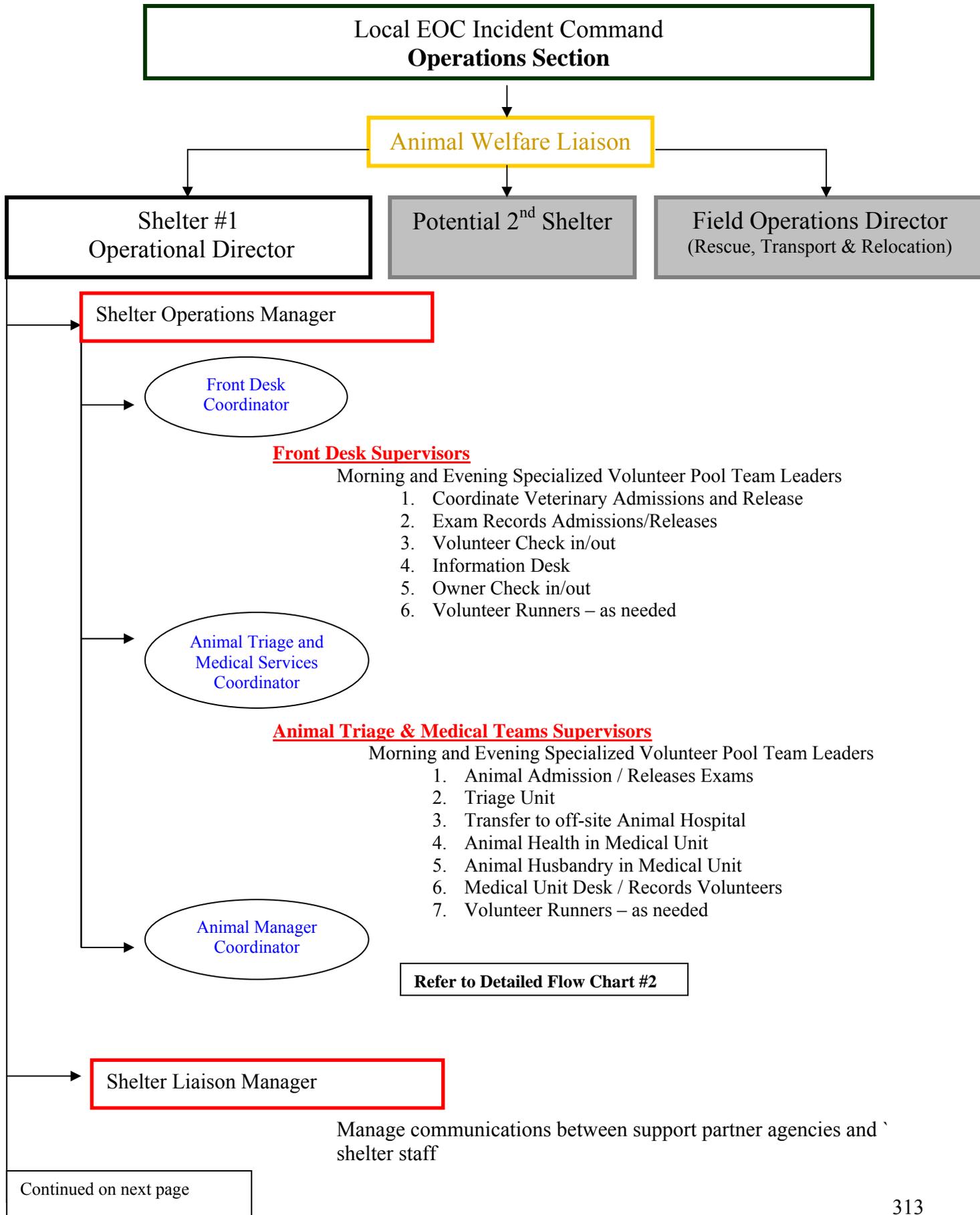
Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Pre-planning

Emergency Animal Shelter Organizational Flow Chart



**Shelter #1
Operational Director**

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

**Adoptions & Fostering
Coordinator**

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Continued from previous page

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Continued on next page

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update and informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

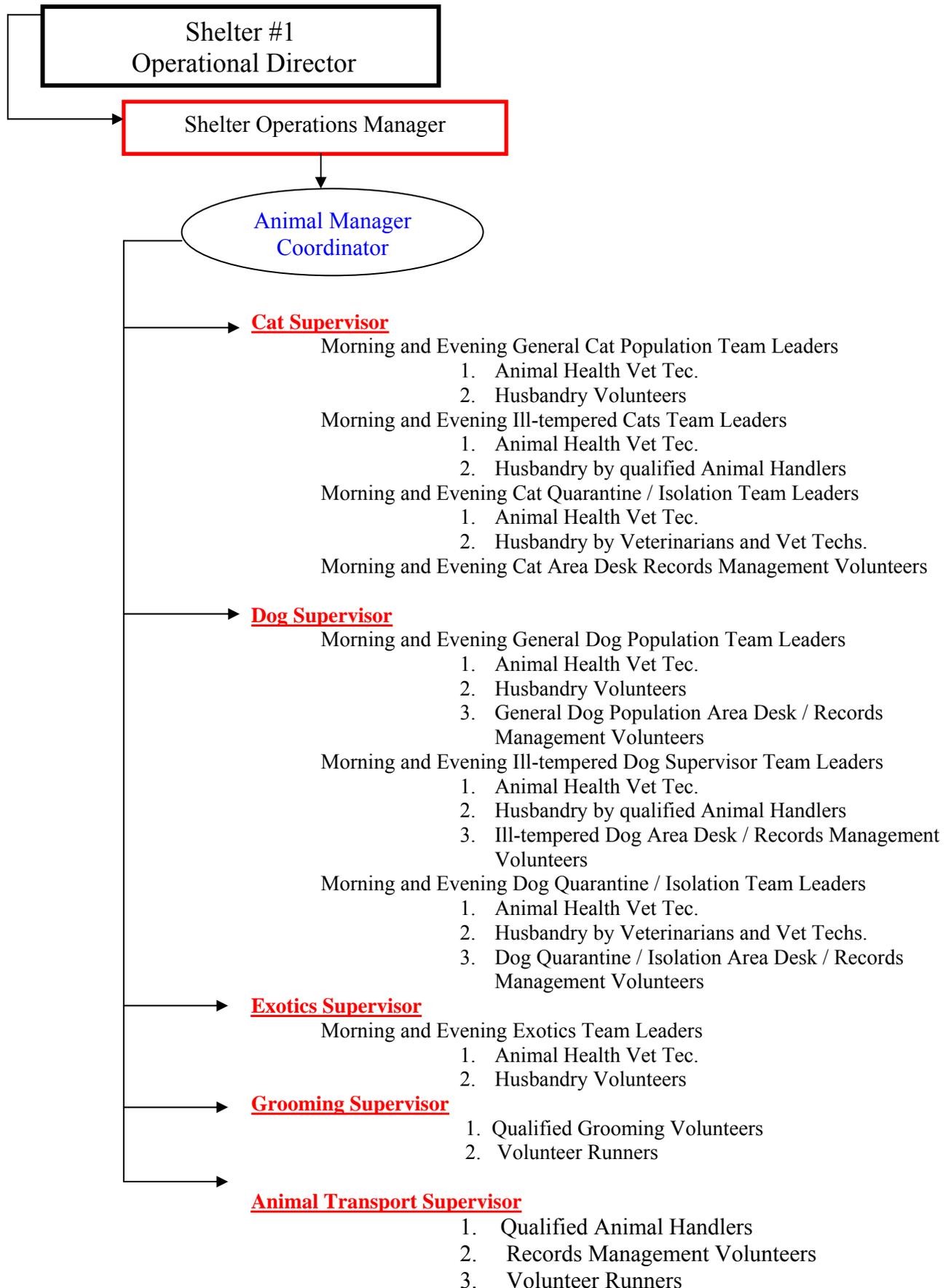
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

Pre-planning & Response

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Pre-planning & Response

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Pre-planning & Response

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under "Unknown Owner" and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4)Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

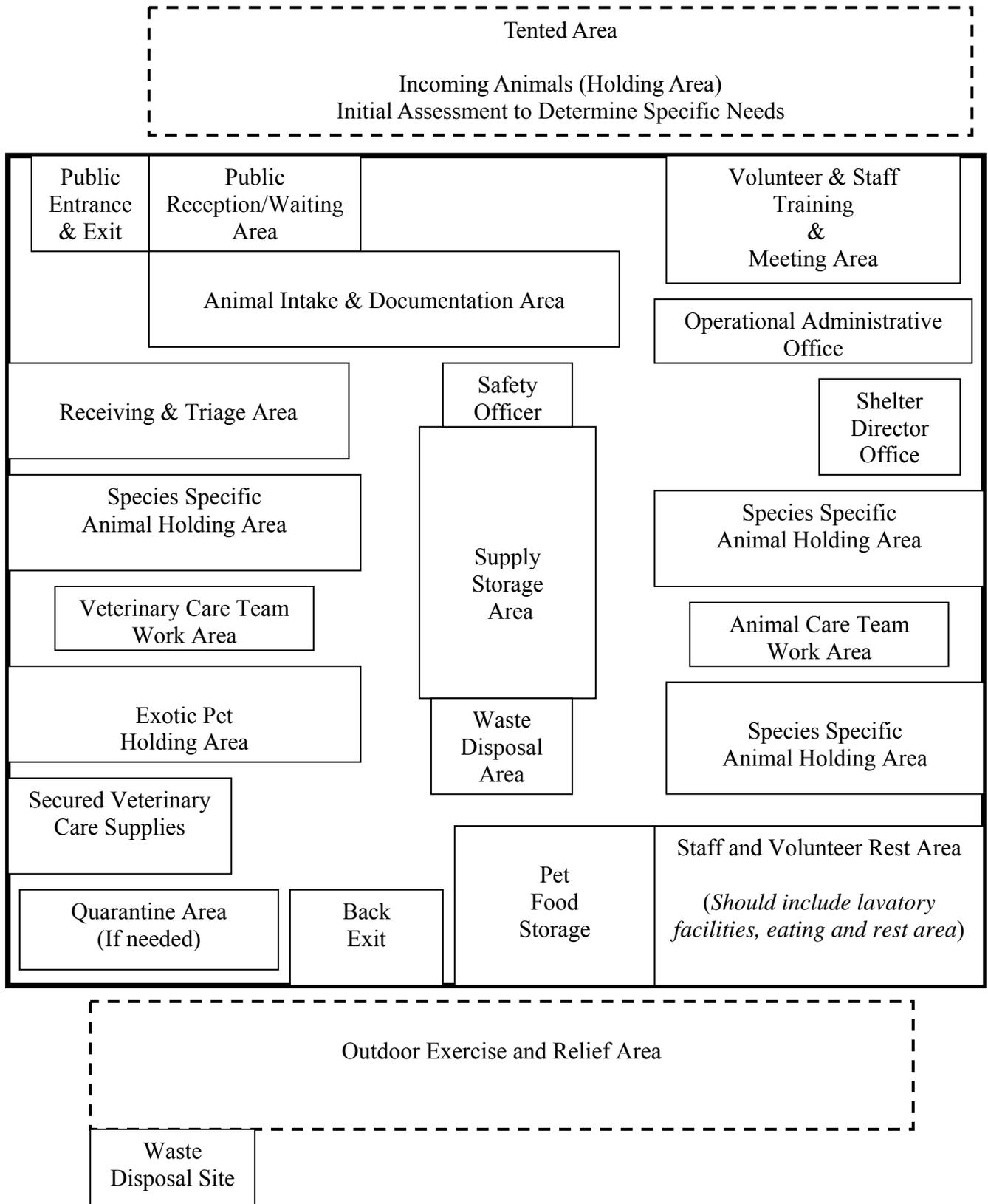
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



The pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages

Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage and provide easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged according to species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Affiliated/Pre-Screened Volunteer Contact Informatic

Name: _____

Address: _____

Affiliated Organization: _____

Phone Number: _____

Emergency Contact: _____

Documented Training and Experience: _____

Vaccinations: _____

Suggested Position and Responsibilities: _____

Cut Along Line

Affiliated/Pre-Screened Volunteer Contact Information

Name: _____

Address: _____

Affiliated Organization: _____

Phone Number: _____

Emergency Contact: _____

Documented Training and Experience: _____

Vaccinations: _____

Pre-planning & Response

Emergency Animal Shelter Spontaneous Volunteer Application Form

Date _____

Personal Information

Name:	
Occupation/Title:	
Address:	
City, State, Zip code:	
Telephone Number(s):	
Emergency Telephone Contact Number:	
Email:	
Emergency Contact, Relationship, Phone Number:	
Vaccinations:	

Training, Skills & Experience

Formal Training and Skills:

Other:

Animal Handling Experience:

Volunteer experience:

Activities you wish to perform in disaster situations:

Activities you refuse to perform in disaster situations:

For All Disaster Animal Shelter Office Use Only

Accepted Declined Other

Recommended Placement

Volunteer Applicant Signature: _____ **Date:** _____

ADAS Staff Member Signature: _____ **Date:** _____

Response

**Local Logos or
Organizational Letterhead**

Volunteer Agreement and Release of Liability Waiver

I, _____ hereby acknowledge that I have voluntary offered my assistance in disaster response actions to _____.

I, _____ also acknowledge that working under disaster conditions may be dangerous, and I agree to offer my services and am fully aware of the potential ramifications that might occur due to working in disaster conditions. I fully accept responsibility for all risks of injury and/or death.

I have read this information carefully and fully comprehend the content contained within this document. I am aware that by signing this document I am accepting responsibility for any injury or death that may occur. I have signed this agreement in good faith and of free will.

Volunteer Signature: _____ Date: _____

Witness Signature: _____ Date: _____

Reference: The New Jersey Animal Working Group

Response

Daily Staff Shift Sign-In/Out Log

Date: _____

Name (Please Print)	Affiliation	Time In	Time Out

Response

Staff Identification Badge

<p style="text-align: center;">Staff</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Staff</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p style="text-align: center;">Staff</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Staff</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Daily Volunteer Shift Sign-In/Out Log

Date: _____

Name (Please Print)	Affiliation	Time In	Time Out

Response

Volunteer Identification Badge

<p>Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p>Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p>Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p>Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Response

Shelter Regulations Pertaining to Owners

VISITING HOURS

- POSTED AT ENTRANCE TO ANIMAL SHELTER
- MUST GET A VISITOR'S PASS AT THE REGISTRATION DESK
- SUBJECT TO CHANGE WITHOUT NOTICE AS NECESSARY
- OWNERS ARE ENCOURAGED TO EXERCISE & OTHERWISE CARE FOR THEIR OWN ANIMALS AS MUCH AS IS PRACTICAL
- FEEDING TO TAKE PLACE AT ONE TIME FOR ALL ANIMALS IN AREA
- OWNER MUST BE 18 YEARS OLD AT MINIMUM TO TAKE PET OUT OF CAGE
- PROOF OF OWNERSHIP (SHELTER INTAKE FORM RECEIPT, WRISTBAND) MUST BE SHOWN EACH TIME OWNER VISITS ANIMAL
- OWNERS WISHING TO TEMPORARILY TAKE THEIR PET OFF EMERGENCY SHELTER PREMISES MUST SIGN IN AND OUT

OWNERSHIP RIGHTS

- ABILITY TO VISIT WITH PET DURING OPEN HOURS AS MUCH AS POSSIBLE, PROVIDING SUCH VISITATION DOES NOT INTERFERE WITH OTHER RESIDENT'S RIGHTS TO THE SAME CONSIDERATION, AND UNDER SUCH PROCEDURAL RULES THAT THE INCIDENT COMMANDER MAY DETERMINE TO BE NECESSARY IN ORDER TO ENSURE BOTH THE PET'S SAFETY AND SECURITY AS WELL AS THE OWNER'S AND THE GENERAL PUBLIC'S.

OWNERSHIP RESPONSIBILITIES

- PROVIDE AS MUCH OF DAILY CARE TO PET AS IS POSSIBLE.
- SIGN IN AND SIGN OUT, UTILIZING A VISITOR'S PASS.

DOGS WILL NEED-

- WALKING 3 - 4 TIMES DAILY
- CAGE CLEANING DAILY
- FRESH WATER 1 - 2 TIMES DAILY
- FEEDING - SEE STAFF FOR YOUR SECTION'S SCHEDULE
- MEDICATING, IF NECESSARY

CATS WILL NEED-

- LITTER BOX CLEANING DAILY
- FRESH DRY FOOD AND WATER DAILY
- MEDICATING, IF NECESSARY
- FRESH BEDDING

PLEASE PROVIDE AS MUCH OF YOUR ANIMAL'S CARE AS YOU CAN!!
IF YOU HAVE TIME, THERE MAY BE OTHER WAYS TO HELP –
PLEASE ASK!!

SIGNAGE CONTAINING INFORMATION REGARDING SHELTER POLICIES SHOULD BE POSTED THROUGHOUT THE SHELTER IN VISIBLE AREAS AND BE PROVIDED TO OWNERS UPON ANIMAL REGISTRATION.

Reference: New Jersey Animal Working Group

Response

Emergency Animal Shelter Visitor Sign-In/Out Log

Date	Time In	Name	Contact #	Animal Visiting	Purpose	Time Out

Response

Emergency Animal Shelter Visitor Identification Pass

(Adapted from HSUS)

<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p style="text-align: center;">Visitor Pass</p> <p>Name: _____ Date: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Emergency Animal Supply & Equipment Request Form

Date of Request	Date Needed By	Item Needed	Location of Need	Requested By	Initials

Please return to back office personnel

Response

Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

All Animals – All Disasters

Grab and Go

Resource

Section IV

Animal Manager Coordinator

Under the Shelter Operations Manager

Developing

A

Local Animal All Disaster

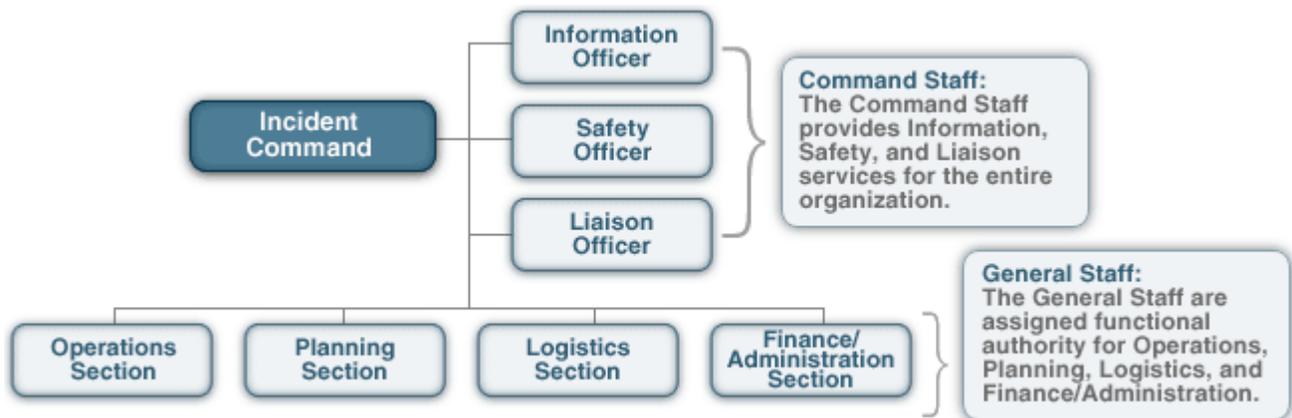
Animal Evacuation and Emergency Sheltering
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



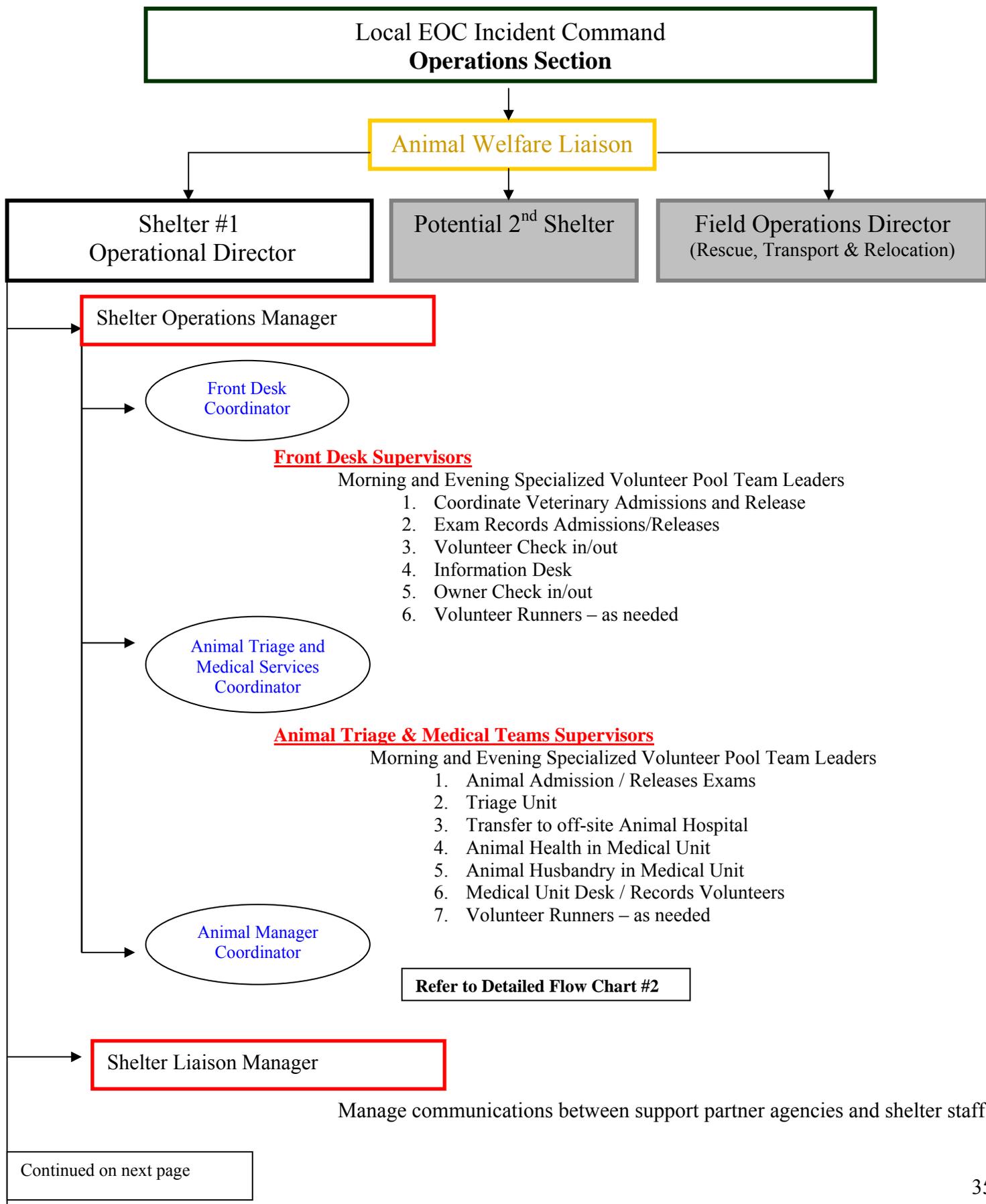
Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Emergency Animal Shelter Organizational Flow Chart



Shelter #1
Operational Director

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

Adoptions & Fostering
Coordinator

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update and informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

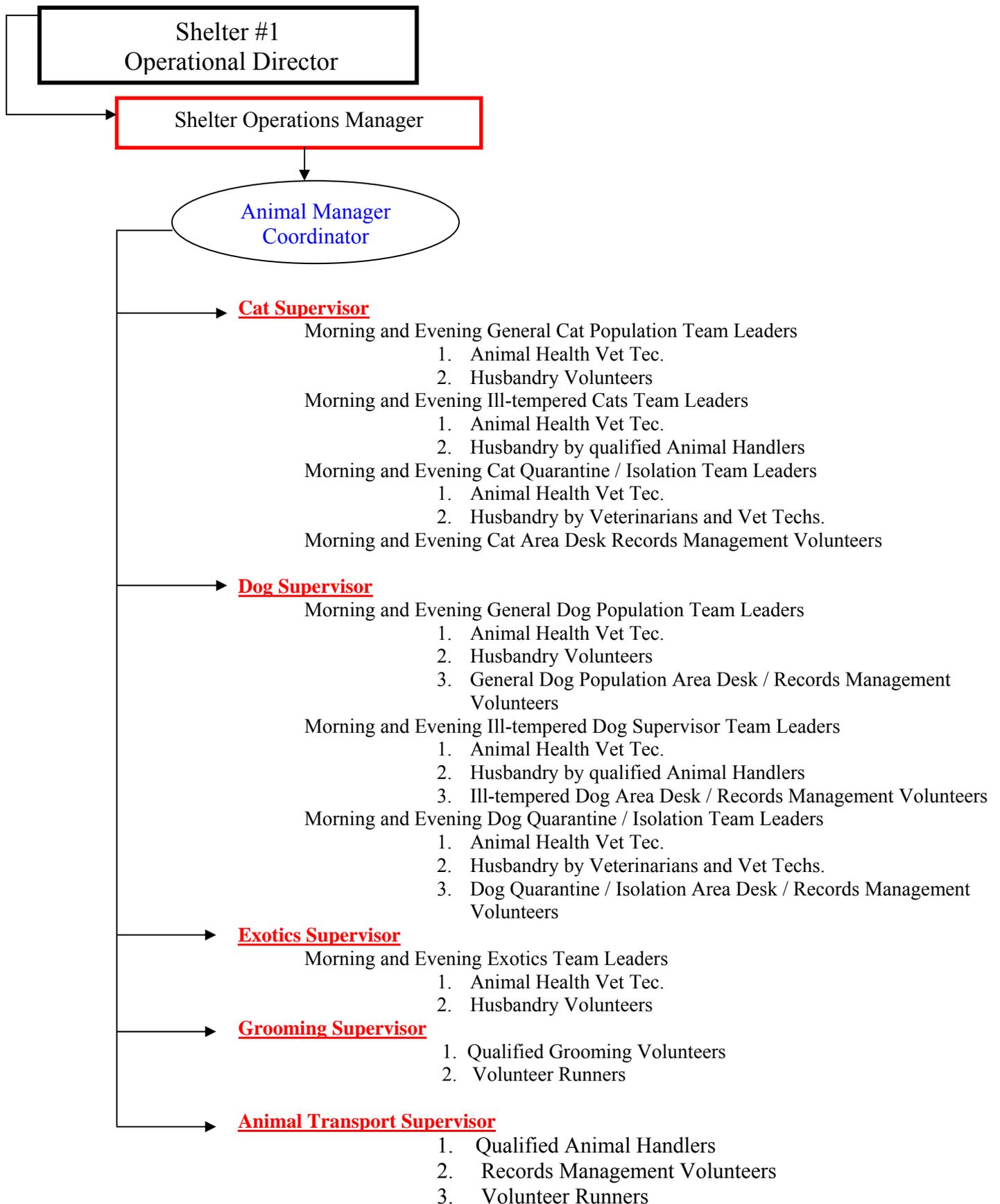
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Pre-planning & Response

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under "Unknown Owner" and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4)Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

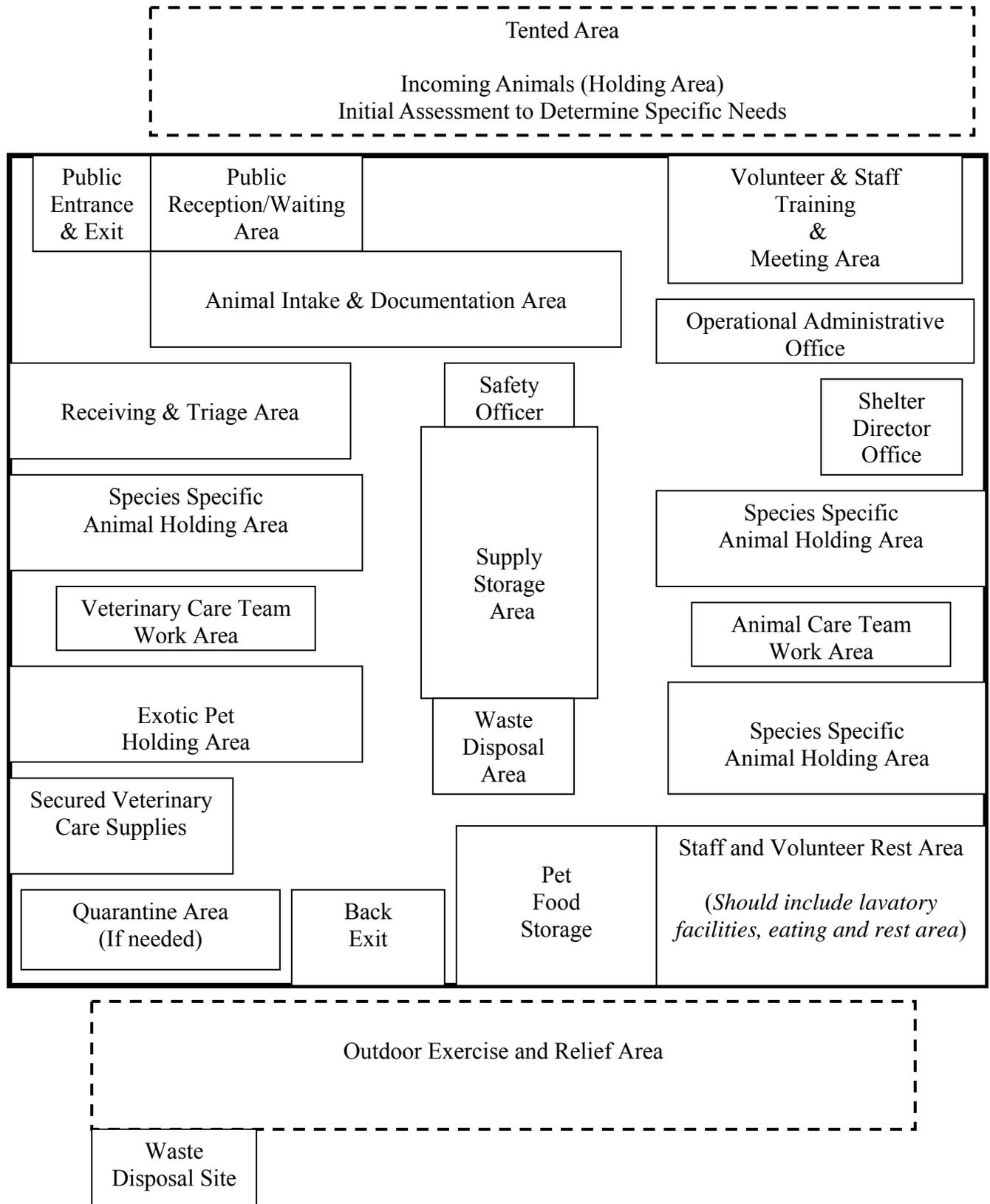
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



The pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage and provide easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged according to species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Animal Registration: Needed Team Resources and Procedures

<u>Suggested Supplies & Equipment</u>	<u>Suggested Staff Members</u>	<u>Documentation & Forms</u>
<ul style="list-style-type: none"> <input type="checkbox"/> Tables <input type="checkbox"/> Chairs <input type="checkbox"/> Clipboards <input type="checkbox"/> Writing utensils <input type="checkbox"/> Permanent markers <input type="checkbox"/> Duct tape <input type="checkbox"/> Files & file cabinets <input type="checkbox"/> Paper <input type="checkbox"/> Computer & printer <input type="checkbox"/> Animal id tags <input type="checkbox"/> Camera (photo documentation) <input type="checkbox"/> Microchip Scanner <input type="checkbox"/> Mega phone <input type="checkbox"/> Communication devices <input type="checkbox"/> Fans <input type="checkbox"/> Other 	<ul style="list-style-type: none"> <input type="checkbox"/> Registration desk personnel <input type="checkbox"/> Photographer <input type="checkbox"/> Animal Handler <input type="checkbox"/> Runners <input type="checkbox"/> Other 	<ul style="list-style-type: none"> <input type="checkbox"/> Emergency Animal Shelter Registration Information <input type="checkbox"/> Kennel Card <input type="checkbox"/> Shelter Liability Release <input type="checkbox"/> Emergency Animal Shelter Supply & Equipment Order Form <input type="checkbox"/> Emergency Animal Shelter Temporary Animal Sign In/Out Log <input type="checkbox"/> Other

Registration Procedures

Live Animal Registration Procedures

1. Complete an animal shelter registration form
2. Complete and attach animal kennel card
3. Obtain a shelter liability release form
4. Take a photograph of each animal, with owner when possible, admitted into the emergency animal shelter (preferably two photos should be taken; one attached to the kennel card and one put into the animal's file)
5. Obtain any other relevant live animal registration documentation if available:
 - a. Proof of ownership (copy)
 - b. Vaccinations and medical history (copy)
 - c. New vaccinations documentation (given on site)
 - d. Special needs
 - e. Photo of animal and owner together

Registration Procedures for Deceased Animals

1. Complete animal shelter registration form as much as possible.
2. Place a copy or a second photograph in a large photo album so that owners with missing pets may attempt to locate their animals.

Guidelines for Animal Intake and Animal-Owner Reunification

1. Emergency responders will attempt to rescue all vulnerable companion animal populations in disaster situations along with their owners.
2. Emergency responders will evacuate and/or transport all displaced animals to one emergency shelter location. If there is more than one emergency shelter operating then the EOC and each shelter should have designated procedures that dictate which areas and/or animals will come to their locations.
3. Emergency responders should be outfitted with materials to label any unidentified animals and/or document any deceased animals found as well.
 - a. Disposable collars and/or forms should be filled out on site to ensure the area or address where the animal was located when rescued is recorded.
 - b. This identification should remain with that animal at all times.
4. Houses that have been searched for animals should be clearly labeled to reduce duplicated efforts.
5. Emergency responders should transport the animals to the designated emergency animal shelter site/s, or coordinate with stationed LEART members and volunteers who will provide the secondary transportation to the emergency animal shelter/s.
6. Upon arrival at the shelter location, the rescue information will then be recorded by emergency animal shelter personnel with one copy remaining with the animal and one for shelter records.
 - a. Information collected should include but is not limited to: owner's name (if available), address, location or area found, rescue officer information, photographs, and distinguishing characteristics, animal's disposition, and noticeable injuries.
7. An animal shelter registration form will be completed for animals with known/unknown owners. Photographs will be completed for the shelter file, the animal kennel card, and if needed one separate photo for unknown animals should be collected.
 - a. A registration form and a separate photo album of deceased animals should also be kept on the shelter site in case animal owners are looking for their pets that may have perished.
8. A liability release form will be developed that will explain the obligations of the animal owners concerning the emergency sheltering of their animals. For example, length of the animal holding period, date to be reclaimed, animal medical waivers, shelter rules and regulations, foster and adoptions protocols, and consequences if the contract is breached should be expressed to all animal owners admitting their animals into the emergency shelter/s.

9. All animals admitted to the shelter will be confined in a labeled kennel during the duration of their stay at the emergency shelter site unless they are being handled by shelter staff and/or owners, or authorized personnel.
10. If needed, an attempt should be made to try and transport all identified animals to owner preferred contacts out of the disaster area in effort to reduce shelter overcrowding.
11. All volunteers must be certified and well trained in emergency animal sheltering. At no time should identification be taken off of the animals.
12. Care logs will be established and maintained for each animal.
13. Information about the emergency animal shelters should be relayed to the Public Information Officer (PIO) for the creation of public service announcements (PSA) which then should be transmitted via any available media (i.e. television, internet, radio broadcasting, posters, loud speakers, etc.). Possible information that should be included in the PSA would inform residents on emergency shelter operations, locations, animals being housed, animal transfers, reclaiming deadlines, etc.
14. Preferably, a comprehensive database should be set up so that animal owners can go online and look for their animals.
15. If animal owners make no attempt to reclaim their animals or contact the emergency shelter after the signed contracts have expired, and all attempts to get in touch with the owners have failed, then animals still remaining at the emergency shelter location should be transferred to a permanent shelter facility.
16. All documentation will be transported with that animal.
17. Public service announcements should continue with updates on where the animals have been relocated to.
18. Receiving facilities should receive a copy of the displaced animal's file including care logs and any other relevant documentation or information.

Please reference attachments: animal registration form, kennel card and shelter release of liability form

In-Field Animal Tag SOG

Purpose:

- To ID the animal in case the animal's paperwork is misplaced.
- ID an owned animal in the event an owner and animal are separated before paperwork is completed.

Attach In-Field tags

to:

- The outside of transport crates.
- Collars of animal not crated.
- Deceased animals where possible if transporting.

The In-field animal tag should be printed on Avery labels and placed on Blank Key Tags with the wire attached.

The key tags should be filled out by the field rescue team and attached to the animal before transport.

Response

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

This form created by United Animal Nations, (916) 429-2457. Reprint and use by permission only

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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Rescuer's Name: _____

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Owner's Name: _____

Animal's Name: _____

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Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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NOTICE SOG

Purpose: This poster is used to notify a property owner that their animal(s) have been removed from the property and where they can find them.

The Notice poster should be printed on bright attention-grabbing colors

Some colors that work best are:

1. Bright Blue
2. Lime Green
3. Orange
4. Other Neon Colors

Rescue teams must make sure they fill out the form

- with:**
1. A good description of all animals removed
 2. Date the animals were removed
 3. The name of the organization the rescue team is affiliated
 4. Animal shelter location
 5. The best phone number, If available, for owners to follow up on their animals

Note:

*****Field rescue team members should never put their own contact information on this form, only their parent organization information.

Process:

1. This form should be filled out and posted at all entrances to the property or home.
2. At least two of the forms should be placed by front and back doors
3. Forms should be placed in zip lock plastic bags to protect them from the elements and duct taped to the building.

Response

NOTICE

THE FOLLOWING ANIMAL(S)

WERE RESCUED FROM THIS PROPERTY

ON _____ BY _____

TO RECLAIM, VISIT THE FOLLOWING LOCATION

OR CALL _____

This form created by United Animal Nations. (916) 429-2457. Reprint and use by permission only. Revised 11/2006.

Veterinarians Contact List

Identify veterinarians, local and within a 100 mile radius, who are willing to assist with emergency medical treatment of animals during times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Veterinarian's Name	Business Name & Address	Phone Number	Specialty	Available Resources	MOU

Signature: _____ Date: _____

Non-Traditional Animals Organization and Businesses Contact and Resource List

Identify local and within a 100 mile radius organizations and businesses that deal with or supply non-traditional populations of animals, exotics, etc. who are willing to provide assistance and resources for animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning

U.S. Department of Homeland Security - Federal Emergency Management Agency

Resource: Animal Protection: Small Animal Sheltering Team

Category: Animals and Agriculture Issues

Kind: Team

Minimum Capabilities (Component)	Minimum Capabilities (Metric)	Type I	Type II	Type III	Type IV	Other
Personnel	Number of People Per Response	22-person response team to set up and run a small animal shelter, consisting of: <ul style="list-style-type: none"> • 1 supervisor • 3 team leaders • 18 members for 3 shifts • 1 veterinarian/veterinarian technician Can deploy for a minimum of 7 days	5-person response team to advise and support local efforts to set up a small animal shelter with the goal for the locals to operate the shelter, consisting of: <ul style="list-style-type: none"> • 1 supervisor: organize and plan • 1 shelter manager: oversee shelter set up • 3 team members • 1 admin/finance team member, tracking animals coming in and logging out • 1 shelter operations member reporting to shelter manager • 1 logistics team, get equipment and supplies for shelter member All team members work with and train local resources Shelter manager will assign tasks to local shelter workers Can deploy for a minimum of 5 days	2-person advisory team to support local efforts to set up a small animal shelter Can deploy for a minimum 5 days		
Personnel	Number of Animals Affected					

Equipment		<p>Radio/walkie-talkie system; Cell phones; Pagers; Laptops; Base station; Fresh batteries; Administration/management kit with forms; Documents; Plans; SOPs; Manuals; Office supplies</p> <p>Basic handling equipment and supplies (gloves, control poles)</p> <p>Basic veterinary and medical supply kit, refer to American Red Cross/HSUS list</p> <p>(Crates and food will need to be supplied through local area procurement)</p>	<p>Radio/walkie-talkie system; Cell phones; Pagers; Laptops; Base station; Fresh batteries; Administration/management kit with forms; Documents; Plans; SOPs; Manuals; Office supplies</p> <p>Basic handling equipment and supplies (gloves, control poles)</p>	<p>Basic communication (cell phones) equipment; Laptop; Forms; SOPs</p>		
Vehicle		<p>1 four-wheel-drive pickup truck for supplies</p> <p>Plus other four-wheel-drive vehicles</p>	<p>2 large vehicles with four-wheel-drive for supplies</p>	<p>1 vehicle for transport</p>		
Training and Experience		<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B</p> <p>Pet First Aid/CPR course (American Red Cross/HSUS)</p> <p>Full-day emergency animal shelter course</p> <p>Minimum of 2 years of animal handling or sheltering experience</p> <p>Crisis animal behavior training as a separate course or as a part of other training course</p>	<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B</p> <p>Pet First Aid/CPR course (American Red Cross/HSUS)</p> <p>Full-day emergency animal shelter course</p> <p>Minimum of 2 years of animal handling or sheltering experience</p> <p>Crisis animal behavior training as a separate course or as a part of other training course</p>	<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B</p> <p>Pet First Aid/CPR course (American Red Cross/HSUS)</p> <p>Full-day emergency animal shelter course</p> <p>Minimum of 2 years of animal handling or sheltering experience</p> <p>Crisis animal behavior training as a separate course or as a part of other training course</p>		

Personnel	Lead Time to Deploy	Minimum 48 hours	Minimum 24 hours	Maximum 24 hours			
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Comments: Small animal refers to dogs, cats, rabbits, hamsters, gerbils, guinea pigs, birds, fish, and reptiles. Local volunteers can support all three types for shelter teams (nonanimal handling tasks, cleaning, and food prep). No sheltering for exotic animals.

Retrieved from: http://www.nimsonline.com/resource_typing/Animal%20Protection%20Small%20Animal%20Sheltering%20Team.htm

Pre-Planning

U.S. Department of Homeland Security - Federal Emergency Management Agency

Resource: Animal Protection: Large Animal Sheltering Team

Category: Animals and Agriculture Issues

Kind: Team

Minimum Capabilities (Component)	Minimum Capabilities (Metric)	Type I	Type II	Type III	Type IV	Other
Personnel	Number of People Per Response	<p>22-person response team to set up and run a small animal shelter, consisting of:</p> <ul style="list-style-type: none"> • 1 supervisor • 3 team leaders • 18 members for 3 shifts • 1 veterinarian/veterinarian technician <p>Can deploy for a minimum of 7 days</p>	<p>5-person response team to advise and support local efforts to set up a small animal shelter with the goal for the locals to operate the shelter consisting of:</p> <ul style="list-style-type: none"> • 1 supervisor: organize and plan • 1 shelter manager: oversee shelter set up • 3 team members • 1 admin/finance team member, tracking animals coming in and logging out • 1 shelter operations member reporting to shelter manager <p>1 logistics team: get equipment and supplies for shelter member</p> <p>All team members work with and train local resources</p> <p>Shelter manager will assign tasks to local shelter workers</p> <p>Can deploy for a minimum of 5</p>	<p>2-person advisory team to support local efforts to set up a small animal shelter</p> <p>Can deploy for a minimum 5 days</p>		

			days			
Equipment		<p>Radio/walkie-talkie system; Cell phones; Pagers; Laptops; Base station; Fresh batteries; Administration/management kit with forms; Documents; Plans; SOPs; Manuals; Office supplies</p> <p>Basic large animal handling equipment and supplies; Equine and livestock handling equipment (ropes, halters, leads)</p> <p>Basic veterinary and medical supply kit, refer to American Red Cross/HSUS list</p> <p>Portable pens and corrals for livestock</p>	<p>Radio/walkie-talkie system; Cell phones; Pagers; Laptops; Base station; Fresh batteries; Administration/management kit with forms; Documents; Plans; SOPs; Manuals; Office supplies</p> <p>Basic large animal handling equipment and supplies (ropes, halters, leads)</p>	Basic communication (cell phones) equipment; Laptop; Forms; SOPs		
Vehicle		<p>1 1-ton, 4x4 pickup with goose neck and other hitches</p> <p>1 box trailer (10,000 lbs GVW)</p> <p>1 SUV for personnel</p> <p>Plus other four-wheel-drive vehicles</p>	2 large vehicles with four-wheel-drive for supplies	1 vehicle for transport		
Training and Experience		<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B; Livestock in Disasters</p> <p>First Aid/CPR course for large animals (taught by veterinarians, equestrian centers, American Red Cross, HSUS)</p> <p>Full-day emergency animal shelter</p>	<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B; Livestock in Disasters</p> <p>First Aid/CPR course for large animals (taught by veterinarians, equestrian centers, American Red Cross, HSUS)</p> <p>Full-day emergency animal shelter</p>	<p>FEMA EMI/IS classes in Emergency Preparedness; Basic ICS; Animals in Disaster; Module A & B; Livestock in Disasters</p> <p>First Aid/CPR course for large animals (taught by veterinarians, equestrian centers, American Red Cross, HSUS)</p> <p>Full-day emergency animal shelter</p>		

		course Minimum of 2 years of large animal handling and operations experience Crisis animal behavior training as a separate course or as a part of other training course	course Minimum of 2 years of large animal handling and operations experience Crisis animal behavior training as a separate course or as a part of other training course	course Minimum of 2 years of large animal handling and operations experience Crisis animal behavior training as a separate course or as a part of other training course			
Personnel	Lead Time to Deploy	Minimum 72 hours	Minimum 24 hours	Maximum 24 hours			

Comments: Large animal refers to horses and livestock. Local volunteers can support all types for shelter teams. No sheltering for exotic animals.

Retrieved from: http://www.nimsonline.com/resource_typing/Animal%20Protection%20Large%20Animal%20Sheltering%20Team.htm

Pre-Planning

Emergency Animal Shelter Position Worksheet

Title	Name of Person	Address	Contact Number(s)	Secondary Contact Number(s)

Pre-planning

Animal Registration: Needed Team Resources and Procedures

<u>Suggested Supplies & Equipment</u>	<u>Suggested Staff Members</u>	<u>Documentation & Forms</u>
<ul style="list-style-type: none"> <input type="checkbox"/> Tables <input type="checkbox"/> Chairs <input type="checkbox"/> Clipboards <input type="checkbox"/> Writing utensils <input type="checkbox"/> Permanent markers <input type="checkbox"/> Duct tape <input type="checkbox"/> Files & file cabinets <input type="checkbox"/> Paper <input type="checkbox"/> Computer & printer <input type="checkbox"/> Animal ID tags <input type="checkbox"/> Camera (photo documentation) <input type="checkbox"/> Microchip Scanner <input type="checkbox"/> Mega phone <input type="checkbox"/> Communication devices <input type="checkbox"/> Fans <input type="checkbox"/> Other 	<ul style="list-style-type: none"> <input type="checkbox"/> Registration desk personnel <input type="checkbox"/> Photographer <input type="checkbox"/> Animal Handler <input type="checkbox"/> Runners <input type="checkbox"/> Other 	<ul style="list-style-type: none"> <input type="checkbox"/> Emergency Animal Shelter Registration Information <input type="checkbox"/> Kennel Card <input type="checkbox"/> Shelter Liability Release <input type="checkbox"/> Emergency Animal Shelter Supply & Equipment Order Form <input type="checkbox"/> Emergency Animal Shelter Temporary Animal Sign In/Out Log <input type="checkbox"/> Other

Registration Procedures

Live Animal Registration Procedures

6. Complete an animal shelter registration form
7. Complete and attach animal kennel card
8. Obtain a shelter liability release form
9. Take a photograph of each animal, with owner when possible, admitted into the emergency animal shelter (preferably two photos should be taken; one attached to the kennel card and attach one to animal registration form)
10. Obtain any other relevant live animal registration documentation if available:
 - a. Proof of ownership (copy)
 - b. Vaccinations and medical history (copy)
 - c. New vaccinations documentation (given on site)
 - d. Special needs
 - e. Photo of animal and owner together

Registration Procedures for Deceased Animals

3. Complete animal shelter registration form as much as possible
4. Place a copy or a second photograph in a large photo album so that owners with missing pets may attempt to locate their animals

Guidelines for Animal Intake and Animal-Owner Reunification

Emergency responders will attempt to rescue all vulnerable companion animal populations in disaster situations along with their owners.

Emergency responders will evacuate and/or transport all displaced animals to one emergency shelter location. If there is more than one emergency shelter operating then the EOC and each shelter should have designated procedures that dictate which areas and/or animals will come to their locations.

Emergency responders should be outfitted with materials to label any unidentified animals and/or document any deceased animals found as well.

- a. Disposable collars and/or forms should be filled out on site to ensure the area or address where the animal was located when rescued is recorded.
- b. This identification should remain with that animal at all times.

Houses that have been searched for animals should be clearly labeled to reduce duplicated efforts.

Emergency responders should transport the animals to the designated emergency animal shelter site/s, or coordinate with stationed LEART members and volunteers who will provide the secondary transportation to the emergency animal shelter/s.

Upon arrival at the shelter location, the rescue information will then be recorded by emergency animal shelter personnel with one copy remaining with the animal and one for shelter records.

- c. Information collected should include but is not limited to: owner's name (if available), address, location or area found, rescue officer information, photographs, and distinguishing characteristics, animal's disposition, and noticeable injuries.

An animal shelter registration form will be completed for animals with known/unknown owners. Photographs will be completed for the shelter file, the animal kennel card, and if needed one separate photo for unknown animals should be collected.

- d. A registration form and a separate photo album of deceased animals should also be kept at the shelter site in case animal owners are looking for their pets that may have perished.

A liability release form will be developed that will explain the obligations of the animal owners concerning the emergency sheltering of their animals. For example, length of the animal holding period, date to be reclaimed, animal medical waivers, shelter rules and regulations, foster and adoptions protocols, and consequences if the contract is breeched should be expressed to all animal owners admitting their animals into the emergency shelter/s.

All animals admitted to the shelter will be confined in a labeled kennel during the duration of their stay at the emergency shelter site unless they are being handled by shelter staff and/or owners, or authorized personnel.

If needed, an attempt should be made to try and transport all identified animals to owner preferred contacts out of the disaster area in an effort to reduce shelter overcrowding. At no time should identification be taken off of the animals

All volunteers must be certified and well trained in emergency animal sheltering.

Care logs will be established and maintained for each animal.

Information about the emergency animal shelters should be relayed to the Public Information Officer (PIO) for the creation of public service announcements (PSA) which then should be transmitted via any available media (i.e.- television, internet, radio broadcasting, posters, loud speakers, etc.). Possible information that should be included in the PSA would inform residents on emergency shelter operations, locations, animals being housed, animal transfers, reclaiming deadlines, etc.

Preferably, a comprehensive database should be set up so that animal owners can go online and look for their animals.

If animal owners make no attempt to reclaim their animals or contact the emergency shelter after the signed contracts have expired, and all attempts to get in touch with the owners have failed, then animals still remaining at the emergency shelter location should be transferred to a permanent shelter facility.

All documentation will be transported with that animal.

Public service announcements should continue with updates on where the animals have been relocated to.

Receiving facilities should receive a copy of the displaced animal's file including care logs and any other relevant documentation or information.

Please reference attachments: animal registration form, kennel card, shelter release of liability forms

Request for Animal Rescue Form SOG

Purpose: To document requests for animal rescue.

Process: Volunteers must be sure to print their name, date and time, and location for follow-up as necessary.

2. This form should be printed in duplicate copy if not an NCR form:
 - One stays in the master form file.
 - One goes with the field rescue team.
3. Never assign more than five animals to each form. Keep multiple forms together for a single property; they will be assigned to one team.
4. Intake Volunteers should never promise when a rescue will be attempted. Inform the Reporting Party (RP) that:
 - Requests are forwarded the Animal Rescue Group/Branch.
 - RPs will be contacted if field rescue teams determine a result.

Priority Status

- Urgent – the animal is in a life-threatening situation, without food or water for several days.
- 2 Day – the animal needs attention but it is not in danger.
- 3 Day – the animal is known to be safe but needs to be reunited with owner.

Note: Intake volunteer should use sound judgment to determine an animal's priority status while interviewing the RP. When in doubt, sooner is always better.

Reporting Party

Requests may be received from the owner, a second party, or other animal agency:

- Request should come from the owner, if possible
- Request should be given in-person, if possible, to obtain a signature.
- Only the owner or tenant may give legal permission to enter a property.
- Must have complete and current contact information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animals to be Rescued

Complete information is important for rescue teams as well as owners. It helps the rescue teams identify:

- The correct animal(s).
- Safety issues.
- Equipment needs.

Animal Location

Complete location information is important for rescue teams. Include:

- Landmark directions to the property as street signs may be down.
- Any hiding spots that the team may find the animal; this can speed rescue and reduce the animal's stress.

Permission to Rescue

Only owners or tenants may give permission to enter a property:

- Should be done in person:
 - Obtain owner/tenant signature.
 - Check photo ID or utility bill against the address.
- Verbal permission may also be given – Information must read to the owner.

Result of Rescue Efforts

Completed by rescue team:

1. The animal is identified by the number assigned in the “Animals to be Rescued” section (1 – 5).
 5. File all original closed out rescue request forms in the “Completed” file.
2. Date of each attempt.
3. Rescue teams must update the master file at the end of each operational period on the result of rescue efforts.
4. All rescued animals must go through the intake process:
 - Attach a copy of the rescue request to the proper intake form.
 - Do not remove the original rescue request form from the "Active" file until there is a conclusion with each animal listed.

Request for Animal Rescue

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REPORTING DATE:	TIME (include AM/PM):	INFORMATION TAKEN BY (PLEASE PRINT):	LOCATION FORM FILED:
-----------------	-----------------------	--------------------------------------	----------------------

PRIORITY STATUS

URGENT
 2 DAY
 3 DAY
 OWNER REQUESTED
 REPORTED BY OTHER PARTY
 AGENCY REQUEST

REPORTING PARTY

NAME: (include agency if applicable)		ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: ()	WORK PHONE: ()	CELL PHONE: ()	
ALT. PHONE: ()	E-MAIL ADDRESS:		
DOES THIS ANIMAL(S) BELONG TO THE REPORTING PARTY? <input type="checkbox"/> YES <input type="checkbox"/> NO		IF NOT, WHO DOES THIS ANIMAL BELONG TO? (provide name, address and phone number if known.)	

ANIMALS TO BE RESCUED

#	TYPE	GENDER	BREED	COLOR	SIZE	AGGRESSIVE	CONFINED
1						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
2						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
3						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
4						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
5						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO

ANIMAL LOCATION

ANIMAL(S) LAST SEEN: DATE: _____ TIME: _____	ARE THERE PEOPLE WITH THE ANIMAL(S)? IF YES, WHO? <input type="checkbox"/> YES <input type="checkbox"/> NO NAME: _____	IS/ARE THE ANIMAL(S) BEING FED? <input type="checkbox"/> YES <input type="checkbox"/> NO	LAST TIME FED?
WHERE IS/ARE THE ANIMAL(S) LOCATED?: ADDRESS: _____ CITY: _____			
DIRECTIONS TO RESCUE AREA: 			
LANDMARKS: 			
LOCATION OF ANIMAL(S) ON PROPERTY: 			

PERMISSION TO RESCUE

- The animal(s) listed above is/are legally mine and I can show proof of ownership.
- I give permission to _____ volunteers to enter my property to rescue the animals I have listed above.
- I do not hold the staff or volunteers liable if they are not able to save the animal(s) I have requested be rescued. I understand that sometimes circumstances beyond control prevents this from happening.
- I do not hold the staff or volunteers liable for any damage done to my property while attempting to rescue the animals listed above. (Every effort will be made to leave the owner's property in the same condition it was when the volunteer entered the property.)
- Key provided: YES NO • Permission to force entry: YES NO

SIGNATURE: _____ DRIVER LICENSE #: _____ DATE: _____

VERBAL PERMISSION GIVEN

RESULT OF RESCUE EFFORTS

ACTION	ANIMAL NUMBER (as noted in "ANIMALS TO BE RESCUED" section) and DATE
RESTRICTED ENTRY INTO THE AREA	
UNABLE TO FIND ANIMAL(S)	
RESCUED	
COULD NOT BE FOUND	
COULD NOT BE CAUGHT	
DECEASED	

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Lost Animal Form

SOG

Purpose:

- To enable a field rescue team to go to enter a person's private property and look for their animals.
- To document animals reported missing by owners.
- To facilitate the unification of animal and rightful owner.

Proces

Claimants must complete this document before viewing the stray animal book or searching a shelter:

- They may not claim an animal not described on the form in advance.
- Any photos or lost posters should be attached to the lost animal form.

Shelter workers should compare all animals brought into the shelter with animals reported lost and documented on this form:

- Shelter workers that connect an animal in care to a Lost Animal Form should contact the reporting party for possible identification.
- Shelter workers that positively connect an animal in care to an owner should write the intake number in the upper right hand corner and place it with the intake form.

Completing the form:

- Complete one form for each animal reported missing.
- Intake Volunteer must indicate their name, the date, and location they completed the form.

Owner Information

This should be the owner's current information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animal Location

This is the last place/address the animal was seen by the owner.

Animal Information

This needs to be as thorough as completely as possible. Owners may need assistance here.

Medical Information

Veterinarian may have information useful to reunite lost animals. They may be located from a local telephone book or a Web site.

Contacts

List the names of other organizations where the animal has been reported missing. Shelter workers can use this info to cross-reference with other organizations.

Final Status of Animal

Complete to close out file.

INTAKE NUMBER

Lost Animal Form

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ATTACH PICTURE HERE

TODAY'S DATE:	INFORMATION RECEIVED BY: (PLEASE PRINT)
---------------	---

WHERE WAS THIS FORM COMPLETED?

TEMPORARY ANIMAL SHELTER
 HUMAN EVACUATION SHELTER
 FIELD
 OTHER _____

OWNER INFORMATION

NAME:		ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: () () ()	WORK PHONE: () () ()	CELL PHONE: () () ()	
ALT. PHONE: () () ()	E-MAIL ADDRESS:		

ANIMAL LOCATION

DATE LAST SEEN:	LOCATION:
-----------------	-----------

ANIMAL INFORMATION

<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> OTHER: _____		AGE: _____
<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE <input type="checkbox"/> NEUTERED <input type="checkbox"/> SPAYED <input type="checkbox"/> UNKNOWN	<input type="checkbox"/> BREED: _____ <input type="checkbox"/> SMALL <input type="checkbox"/> MEDIUM <input type="checkbox"/> LARGE	
FUR LENGTH: _____	COLOR(S): _____	TAIL: <input type="checkbox"/> LONG <input type="checkbox"/> SHORT <input type="checkbox"/> CURLY <input type="checkbox"/> BUSHY <input type="checkbox"/> DOCKED
EARS: <input type="checkbox"/> ERECT <input type="checkbox"/> FLOP <input type="checkbox"/> CROPPED		
DISTINGUISHING MARKS?		
ANIMAL'S NAME:	<input type="checkbox"/> MICROCHIP <input type="checkbox"/> TATTOO NUMBER: _____	
COLLAR? <input type="checkbox"/> YES <input type="checkbox"/> NO	ID TAG? <input type="checkbox"/> YES <input type="checkbox"/> NO	
TYPE/COLOR: _____	NAME/PHONE NUMBER: _____	
COUNTY RABIES LICENSE NO./YEAR: _____	ISSUING COUNTY: _____	

MEDICAL INFORMATION

VETERINARIAN NAME:	PHONE NUMBER:
ADDRESS:	ARE VACCINATIONS CURRENT? <input type="checkbox"/> YES <input type="checkbox"/> NO DATE LAST GIVEN: _____
ANIMAL ON ANY MEDICATION? <input type="checkbox"/> YES <input type="checkbox"/> NO TYPE: _____	FREQUENCY? _____ WHEN WAS MEDICATION LAST GIVEN? DATE: _____ TIME: _____

CONTACTS

WHO ELSE HAVE YOU NOTIFIED THE ANIMAL IS MISSING?

COMMENTS

FINAL STATUS OF ANIMAL

FOR OFFICIAL USE ONLY

- OWNER LOCATED
- MATCHED WITH INTAKE ANIMAL
- DECEASED
- UNKNOWN AFTER 30 DAYS

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Animal Intake Form SOG

Intake forms should be printed on three-part colored (white, yellow, pink) NCR paper:

- White copy stays with the originating agency.
- Yellow copy goes with the animal if transferred.
- Pink copy goes with the owner or is transferred with the animal if no owner is identified.

Never place the intake paperwork on the animal's kennel or crate.

Purpose: The intake form tracks an animal while in care.

Intake Number: This unique number, preceded by your organizations nine digit Zip code (Zip + 4) or postal code, can be preprinted by the print shop.

Note on above: We suggest adding your Zip/Postal code because some incidents involve multiple agencies. Nine digit Zip codes can be traced back to a specific address in the USA. This may be helpful when animals are moved in large disasters. Paperwork can become separated from an animal and this can help re-identify the animal by connecting the animal to the agency that registered the animal.

Today's Date: the date the animal was brought to the shelter.

Arriving Status of Animal:

- Rescued – can be by field team or other.
- Dropped off - can be by owner or other
- Dead on Arrival.

Received by: The printed name of the person filling out the intake form.

Requested Rescue: If the animal being in-processed was rescued at the request of the owner, a copy of the rescue request, found in the "Active" file should be placed with the intake form. The owner requesting the rescue should be notified that the animal has arrived at the shelter.

Offsite Status: Used to track the location of the animal whenever it leaves and returns to the shelter, such as for a vet visit.

Are you the owner?: This is used to establish if the person bringing in the animal is the owner, family, friend or Good Samaritan.

Contact Information: Completed by the owner or person dropping off the animal. Information listed should be the current address and phone number of where this person is staying during the disaster.

- **Permission to foster?** – can only be given by the owner.
- **Surrendered?** – can only be surrendered by the owner.

Location of Animal Pickup: Must be completed by the field team or person dropping off the animal. Obtain as much information as possible, including street names and landmarks.

Animal information:

- Be as detailed as possible.
- Be sure to denote any distinguishing markings.
- Scan for a microchip and note whether located.
- Note any tag information found on a collar and do not remove the collar unless it is a danger to the animal.
- Note if the animal is aggressive or a possible fear -biter.
- **Has animal bitten anyone** – during the rescue, during intake, and ask the owner for bite history.

Attempts to Contact Owner: If microchip, tags, address or any other identifying owner information are present, denote any attempts to contact the owner.

Animal Intake Form

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TODAY'S DATE:	RECEIVED BY: (PLEASE PRINT)	OFFSITE STATUS (If Applicable)
ARRIVING STATUS OF ANIMAL	REQUESTED RESCUE?	OUT DATE LOCATION RETURN DATE
<input type="checkbox"/> RESCUED <input type="checkbox"/> DROPPED OFF <input type="checkbox"/> DEAD ON ARRIVAL	<input type="checkbox"/> YES <input type="checkbox"/> NO IF YES, WHO REQUESTED IT? <input type="checkbox"/> OWNER <input type="checkbox"/> OTHER	_____ _____ _____

ARE YOU THE OWNER? YES NO If not, what is your relationship to the animal? _____

CONTACT INFORMATION			
NAME:		ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: ()	WORK PHONE: ()	CELL PHONE: ()	
ALT. PHONE: ()	E-MAIL ADDRESS:		
PERMISSION TO FOSTER? <input type="checkbox"/> YES <input type="checkbox"/> NO	SURRENDERED? <input type="checkbox"/> YES <input type="checkbox"/> NO	DRIVERS LICENSE NO.:	STATE:

LOCATION OF ANIMAL PICKUP (Give address if known and landmarks)

ANIMAL INFORMATION			
<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> REPTILE <input type="checkbox"/> OTHER: _____		<input type="checkbox"/> LITTER (Under 8 weeks old) NUMBER IN LITTER: _____	
<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE <input type="checkbox"/> NEUTERED <input type="checkbox"/> SPAYED <input type="checkbox"/> UNKNOWN	BREED: _____	<input type="checkbox"/> SMALL <input type="checkbox"/> MEDIUM <input type="checkbox"/> LARGE	
AGE: <input type="checkbox"/> YOUTH <input type="checkbox"/> ADULT <input type="checkbox"/> SENIOR	TAIL: <input type="checkbox"/> LONG <input type="checkbox"/> SHORT <input type="checkbox"/> CURLY <input type="checkbox"/> BUSHY <input type="checkbox"/> DOCKED	EARS: <input type="checkbox"/> ERECT <input type="checkbox"/> FLOP <input type="checkbox"/> CROPPED	
FUR LENGTH: _____	COLOR(S): _____	IF CAT, IS IT DECLAWED? <input type="checkbox"/> YES <input type="checkbox"/> NO	
DISTINGUISHING MARKS?			
ANIMAL'S NAME (if known):		<input type="checkbox"/> MICROCHIP <input type="checkbox"/> TATTOO NUMBER: _____	
COLLAR? <input type="checkbox"/> YES <input type="checkbox"/> NO		ID TAG? <input type="checkbox"/> YES <input type="checkbox"/> NO	
TYPE/COLOR: _____		NAME/PHONE NUMBER: _____	
COUNTY RABIES LICENSE NO./YEAR:	ISSUING COUNTY:	ATTEMPT TO CONTACT COUNTY (Date & Result):	
IS ANIMAL AGGRESSIVE? <input type="checkbox"/> YES <input type="checkbox"/> NO (If YES, Mark Cage)	IF YES, WHAT IS THE ANIMAL AGGRESSIVE TOWARD? <input type="checkbox"/> PEOPLE <input type="checkbox"/> DOGS <input type="checkbox"/> OTHER ANIMALS	HAS ANIMAL BITTEN ANYONE? <input type="checkbox"/> YES <input type="checkbox"/> NO	

ATTEMPTS TO CONTACT OWNER		
DATE: _____	RESULT: _____	BY: _____
DATE: _____	RESULT: _____	BY: _____
DATE: _____	RESULT: _____	BY: _____

MEDICAL INFORMATION			
KNOWN DISEASE STATUS: TYPE: _____	<input type="checkbox"/> POS <input type="checkbox"/> NEG	TYPE: _____	<input type="checkbox"/> POS <input type="checkbox"/> NEG
KNOWN VACCINATION STATUS: TYPE: _____	<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR	LOT #: _____	
TYPE: _____	<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR	LOT #: _____	
TYPE: _____	<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR	LOT #: _____	
KNOWN INJURIES/MEDICAL HISTORY: _____			
MEDICATIONS NEEDED: _____			

DEPARTING STATUS OF ANIMAL			
DATE RECLAIMED: _____	OWNER'S SIGNATURE: _____	DRIVER'S LICENSE NO.: _____	STATE: _____
	PRINT NAME: _____	PHONE NO.: _____	
DATE FOSTERED/ADOPTED: _____	(Attach completed foster/adoption agreement to intake form)	PHONE NO.: _____	
	SIGNATURE: _____	PRINT NAME: _____	
DATE EUTHANIZED: _____	REASON: _____		
	VETERINARIAN (signature) _____	PRINT NAME: _____	

WHITE COPY – RESPONDING AGENCY YELLOW COPY – OTHER AGENCY PINK COPY – OWNER (IF KNOWN)

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ATTACH PICTURE HERE

Animal Daily Walking, Feeding & Cage Cleaning Schedule SOG

Purpose: The 'CAGE CARD' records routine, individual daily care of animals in the shelter.

Note: This is the only paper attached on the animal's containment. It should be placed where the animal cannot reach it as they will tear it apart. It can be placed in a page protector to protect it from the elements. It can also be placed on a clipboard to assist with writing on it and keeping it away from the animals.

The cage card is filled out initially upon intake and placed on the animal's kennel or crate.

Write the animal's intake number in the space in the upper right hand corner of the form.

Animal

Description: **Type** – fill in the type of animal

2. **Characteristics** - Fill in Breed, Gender and Color or markings

3. **Special Instructions** - this can be dietary, medication or special handling instructions. Volunteers need to make sure they read the cage card of every animal they handle.

Record

Should include the date, time and handler's initials when any work is done with an animal or its environment.

Comments – Should include any observations or changes in an animal's condition or behavior, such as:

1. Not eating
2. Not drinking
3. Vomiting
4. Diarrhea
5. Injury that needs to be seen by vet
6. Disposition has changed to _____

Continuation forms should be used when the face sheet is completed. The face sheet and all continuation pages should be kept together with the intake form copy in the page protector.

Contact information for Owner Seeking Lost Pet

INFORMATION THAT IS NEEDED FROM OWNERS LOOKING FOR THEIR ANIMALS:

OWNER'S NAME: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

PHONE: _____ CELL: _____

TYPE OF ANIMAL: _____

BREED OF ANIMAL: _____

COLOR OF ANIMAL: _____

SEX OF ANIMAL: MALE: _____ FEMALE: _____

PET'S NAME: _____

DETAILED DESCRIPTION OF PET (Includes for example, if cat is declawed, if cat or dog is spayed or neutered, if pet has collar and color of collar, if the pet has been tattooed or micro-chipped, etc.,)

WHERE WAS PET LEFT: HOUSE _____ CLINIC _____

OTHER _____

ADDRESS PET WAS RESCUED FROM

Date of request: _____ Made to whom: _____

Pre-planning & Response

Medical Cost Agreement

IF your pet(s) become(s) ill, we will provide emergency triage veterinary care regarding your pet's symptoms, treatment options and estimate of costs. If the emergency proves serious enough to require transport to a veterinary hospital, however, please indicate your wishes should your pet(s) require further treatment to relieve immediate discomfort or to resolve and important medical condition:

_____ Please perform whatever services the doctor deems necessary for the best care of my pet until someone can be reached—this includes only non-elective treatments and necessary diagnostics.

_____ I authorize up to \$ _____

_____ I am unable to provide monetary support.

_____ Do not administer any medical treatment until specific authorization is given unless the shelter is unable to reach me in a timely fashion. In such a case, I do hereby grant and authorize the shelter to treat or manage my animal (s) as judged appropriate by medical staff, as dictated by medical necessity.

THIS SHELTER IS CLOSING _____
(Date)

I understand that by _____ I must pick up my pet(s)
(Date)

Or notify the shelter that I want to foster or adopt out my pet(s).

I have read and understand this agreement and certify that I am the owner/agent of the above listed animal(s).

Sign here

Date

Policy on Local Adoption

Animals whose owners have given away their pets to the shelter are available for immediate adoption locally.

Animals whose owners dropped them off to the shelter and have failed to pick them up prior to _____ will NOT be available for local adoption.

Shelter Deactivation Date: _____

These animals will be transported to distant shelters where they can be properly prepared for adoption and subsequently tracked through to _____ in case the previous owner comes forward to claim their pet. (Fill in Date)

Contracts with distant shelters call for these **permanent agencies** to:

1. Prior to adopting them out, they will spay/neuter the animals they receive from the Parker Coliseum in accordance with their own local policies.
2. Track the ownership of the animals they adopt out until _____. This is because if the original owner comes forward to claim their pet prior to this date, the new owner must relinquish their pet to the original owner. Full animal details and a photograph will be posted on petfinder.com and a separate Parker Coliseum web site so that original owners may track the movement of their pets and free transportation back to the original owner will be provided.

The _____ Animal Shelter will cease to exist after

_____ and therefore cannot properly track the ownership of pets

that are adopted out locally.

CONTINGENT ADOPTION / FOSTER CARE AGREEMENT

Between _____

[Shelter or rescue name]

and

Contingent Adopter/Fosterer Accepting Animals with Identified Owners

This Agreement made on the _____ of _____, 2005, between _____, (Hereinafter known as "Adopter") and the _____ (insert shelter or rescue name) regarding the companion animal herein described. The signature of the Adopter below signifies that the Adopter, has read, understands, and agrees to the following:

1. I understand that this agreement is legal and binding under the laws of the State of _____.

Initials _____

2. I understand that this animal is a displaced animal from the _____ area as a result of _____ (*Disaster*) and has a known owner.

Initials _____

3. Out of compassion for the former owner of the animal I am adopting, I agree to relinquish ownership if the former owner is identified before _____ and takes possession of the animal by _____. The animal's information will be posted on appropriate websites and remain so until _____.

Initials _____

4. I agree to provide for the physical and emotional needs of this animal while it is in my care, including covering all medical costs (if any).

Initials _____

5. I agree to return this animal to _____ (shelter or rescue named above) if I find I am no longer willing or able to provide a suitable home.

Initials _____

6. I understand that _____ **will not accept the return of this animal.**

Initials _____

Pre-planning & Response

7. I agree to comply with all state and local laws pertaining to the care of the animal, including, but not limited to, those requiring vaccinations, registration, and confinement (leash laws).

Initials _____

8. I understand that a _____ Animal Emergency Shelter veterinarian has examined the animal prior to placement. I also understand that this animal may have as yet undetected illnesses or behavioral problems. _____ Animal Emergency Shelter cannot guarantee the health, disposition, or character of this animal.

Initials _____

9. I therefore agree to hold harmless any volunteers, representatives, or agents of _____ Animal Emergency Shelter or _____ (shelter or rescue named above), from loss, damages, injuries or other casualty to any persons, animals or property caused by the placement of this animal in my care.

Initials _____

10. I agree to communicate with the Shelter if there are any changes in my contact info (i.e.- address, phone) _____.

Initials _____

11. I agree not to make any cosmetic changes to this animal until after the adoption is final (de-claw, de-bark, tail-dock, ear-crop, etc.)

Initials _____

12. I agree to spay or neuter this animal. Because this is an owned animal, I agree to wait until after _____ to have the surgery performed. I agree that under NO conditions will the animal be allowed to be bred, regardless of sex.

Initials _____

_____ (shelter or rescue named above) recommends that you have a veterinarian evaluate this animal as soon as possible to check for heartworm and initiate preventative treatment; flea/tick prevention. _____ (shelter or rescue named above) recommends that the animal is checked for an identification microchip and register and provide one if the animal does not have one.

Thank you very much for caring for this hurricane victim in its time of need!

_____ (shelter or rescue named above) agrees to the conditional adoption / fostering of this animal by the Adopter and hereby transfers possession of the animals to the Adopter.

Print Name

Driver's License # / State

Address

Phone

State/Zip

Phone

Adopter's Signature

Email

Shelter Representative Signature

Witness Signature

Shelter Representative Printed Name

ANIMAL DESCRIPTION AND VETERINARY CARE RECORD

Shelter Issues Registration Identification Number : _____

Cage #: _____

Animal Name: _____

Species: Dog or Cat or Other: _____ Breed: _____

Color: _____ Sex: M / F Age: _____ Intact / Neutered

Veterinary instructions:

IMPORTANT INFORMATION FOR FOSTER FAMILIES

We really appreciate your concern for the animals that were the unfortunate victims of _____ (disaster). Both the _____ Emergency Animal Shelter and your local shelter/rescue facility are grateful that you have agreed to foster/adopt one of these pets. We all love these animals too and truly want what is best for them. We also need to do the right thing by trying our best to return these pets to their rightful owners.

Please take a moment to read:

- Both _____ Emergency Animal Shelter and your local shelter thank you for your willingness to provide a loving, stable environment for a pet which has been through a very difficult time.
- Pets from the _____ Emergency Animal Shelter were either brought in by owners who themselves were evacuated or were rescued animals with identification. In some cases owners may be unaware of where their pets have been sheltered and may be desperately seeking them.
- Many pet owners lost everything in the hurricane and have told us that their pets are all that they have left. It is taking a long time for many to relocate and establish a new home. We appreciate your willingness to work with owners who may contact you. _____, has been designated as the last date when owners may reclaim their pets.
- _____ Emergency Animal Shelter continues to make extensive efforts to contact owners of pets. A lack of response does not mean they do not want their animals back. As displaced owners become settled, they may be better able to actively seek to reclaim their pet.
- The _____ Emergency Animal Shelter was a temporary shelter created to meet emergency needs. The pets could not remain there indefinitely and we felt that loving foster/adoptive homes would be in their best interest.
- Petfinder.com is assisting owners in the search for their pets. Pet finder is refining its data sort capability to make it more user-friendly and, hopefully, this will make it easier for owners who are still looking to locate their pets.
- Remember, this animal has been through a traumatic situation and may experience some transitional or long-term effects. It has been separated from its family and environment. It has been sheltered with strange animals and cared for by many new people. It may have traveled many miles to reach your shelter. Please be patient with the pet and give it time to adjust to your home. Your veterinarian can advise you about any concerns you have regarding your pet's adjustment or behavior.
- Please remember, this is an owned animal and continue to use the pet's name if that name is known.

Questions for Potential Fosters to Ask Owners

What is the health status of your pet? Does it have any chronic health problems? e.g. epilepsy, diabetes, ear infections, etc.

Are there any people or other animals your pet doesn't get along with?

What times does your pet usually get walked and fed?

Does your pet live indoors or outdoors? Has it ever stayed in a crate?

What is your expectation for me to provide for the animal financially? (Some owners may be in dire straights, at least temporarily, so try to be flexible, but clear about your ability to provide for their pet).

Where can I contact you?

Questions for Owners to ask Potential Fosters

Who will be the primary responsible party for my pet?

How often will my animal be left unattended and for how long?

Who else lives in the home and who are the frequent visitors? (For example, if you have a Chihuahua who doesn't like children, be sure that even if there are none living in the home that there aren't any that visit frequently or that the foster understands to keep the child and the Chihuahua separated).

Do you have other pets? Will they be housed together?

Where will my pet be housed? Inside? Outside? Fenced yard ? Unfenced yard? Crated? For how long?

Inform fosters of any health issues or other specific needs such as dietary, behavior related, etc.

How much notice will you provide give if you can no longer care for my pet? (We suggest at least 48 hrs.)

If you have pets, who is your veterinarian?

How to Find a Foster Home

INSTRUCTIONS FOR OUR OWNERS

You will need to have web access. If you do not have access to a computer where you are staying, all of the public libraries and or local colleges/ universities in _____ can provide access.



On the Web go to www.petfinder.com

Click on _____

Click on FOSTER MATCH

Click on SHOW ME PEOPLE OFFERING FOSTER HOME

Fill in the form with your details. Be as specific as possible. For location, use the city where your pet is currently located.

Hit SEARCH

You will get a list of foster volunteers. Scroll through the listings until you find a few that match your needs. Some have phone numbers listed. Some have email contacts that you can use if you are on your own computer and have an email address.

You are responsible for making your own foster arrangements. Because we are closing the shelter _____ and will have no physical presence at our shelter after _____ the _____ EMERGENCY ANIMAL SHELTER will be unable to take responsibility for any difficulties you may encounter with the foster arrangements you make, so please take the time to find a really good match for each of your pets!

Owner– Foster Contract

The owner agrees to the following financial arrangements to offset the costs incurred by the foster guardian for the care of the pet, unless the foster guardian agrees to be responsible for all or a portion of these expenses to further aid the owner in their time of need.

If the pet needs veterinary care, the foster guardian must contact the owner for approval unless the pet is in a life threatening situation. The owner agrees to pay all veterinary costs unless the need for veterinary care is a direct result of negligence on the part of the foster guardian’s actions / or lack thereof.

The owner agrees to provide monies or supplies necessary for the housing, grooming, feeding or other provisions for the care of the pet (i.e. crate, leash/collar, food, bowls, shampoo, etc.)

The owner agrees that if the need for foster care extends beyond the time period agreed upon in this contract the foster guardian will be contacted at least 48 hours before the time specified in this contract and an amendment must be agreed upon at that time.

The owner agrees that if the pet is left unclaimed from the foster for 7 days beyond the time agreed upon in this contract that the animal can be legally considered abandoned and the foster may care for the pet in whatever way they may choose, i.e. claiming ownership for themselves, finding a new home, or relinquishing to a shelter or animal control facility.

The owner agrees to inform the foster guardian of any changes in address or other contact information immediately.

The foster guardian will contact the owner before incurring any expenses not here-to-fore agreed upon, and will be diligent in keeping receipts and records of expenses incurred.

The foster guardian agrees to allow the owner visitation with their pet at the following scheduled times or with prior notice if an unscheduled visitation is desired.

The foster guardian agrees to follow all specific instruction, within reason, by the owner for the care and feeding of the animal, i.e. pet housed inside, administration of medications, special dietary needs, etc.

Specific instructions for the care of this pet:

I, _____, as owner of the animal(s) described below, hereby temporarily release said animal(s) to the custody of _____, foster guardian, for a term of _____ days, beginning _____, 200_ and ending _____, 200_.

I, _____, the foster guardian of the animal(s) described below, agree to house and care for the pet as agreed to in this contract and with the love and the consideration I would give my own pets.

Animal name: _____ Owner name: _____

Microchip #: _____

Description:

S / N / Intact F / M Age: _____ Species: Cat / Dog / Other

_____ Breed: _____ Color: _____

Distinguishing markings: _____

Owner contact info.:

Name: _____

Address: _____

Phone: _____ Phone: _____ Email: _____

Contact info. of someone not living with owner who knows how to contact the owner:

Name: _____

Address: _____

Phone: _____ Phone: _____ Email: _____

Foster guardian contact info.:

Name: _____

Address: _____

Phone: _____ Phone: _____ Email: _____

Emergency Animal Shelter Daily Animal Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Species	Animal Description

Complete and turn into Back Office Administration Manager on a daily basis.

Response

Emergency Animal Shelter Master Dog Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Master Cat Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (Claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Master Exotic Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (Claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Emergency Animal Shelter Master Other Animal Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (Claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Daily Data Collection Reporting Form

DATE:

	3:00 pm REPORT					11:00 pm REPORT					7:00 am REPORT				
	SHIFT 1 <i>(7:00 am to 3:00 pm)</i>					SHIFT 2 <i>(3:00 pm to 11:00 pm)</i>					SHIFT 3 <i>(11:00 pm to 7:00 am)</i>				
	# animal fatalities during this shift	# animals entering shelter during this shift	# animals leaving shelter during this shift	# animals with Known owners in shelter this shift	# animals with Unknown owner in shelter this shift	# animal fatalities during this shift	# animals entering shelter during this shift	# animals leaving shelter during this shift	# animals with Known owners in shelter this shift	# animals with Unknown owner in shelter this shift	# animal fatalities during this shift	# animals entering shelter during this shift	# animals leaving shelter during this shift	# animals with Known owners in shelter this shift	# animals with Unknown owner in shelter this shift
PETS															
Dogs															
Cats															
Birds															
Pocket Pets															
Reptiles															
Other:															
Other:															
PET TOTALS IN SHELTER															

LIVESTOCK															
Horses															
Cows															
Pigs															
Goats															
Sheep															
Other:															
Other:															
LIVESTOCK TOTALS IN SHELTER															

SHIFT 1

SHIFT 2

SHIFT 3

Signature _____
Date/Time: _____

Signature _____
Date/Time: _____

Signature _____
Date/Time: _____

Special Needs Animal Form

Attach one copy directly to the animal's kennel in front of the animal kennel card and place one in animals file to be copied for transport.

Emergency Animal Shelter Staff and Volunteers: Please read this animal's file immediately	
Shelter issued registration identification number: _____	
Animal's name: _____	
<input type="checkbox"/> Behavior	Notes:
<input type="checkbox"/> Handling Information	Notes:
<input type="checkbox"/> Medical History	Notes:
<input type="checkbox"/> Diet	Notes:
<input type="checkbox"/> Additional Concerns and Notes:	Notes:

Response

Animal Records Duplication and Storage Instructions

Originals will remain filed with the Emergency Animal Shelter Back Office Administration. Duplicates should be made to create a comprehensive portfolio to accompany the animals when they are permanently released or transferred out of the Emergency Animal Shelter.

List of a complete File

- Animal Shelter Registration Form (original)
- Animal Photograph (original)
- Animal Kennel Card (copy until animal is permanently released)
- Emergency Animal Shelter Liability Release Form (original)
- Emergency Animal Shelter Animal Transfer Form (if applicable original)
- Individual Weekly Animal Care Log (originals)
- Special Needs Animal Form (copy until animal is permanently released)
- Pre-Transfer Medical Release Form (original)
- All Medical Records (originals)
- All Medical Procedures and Treatments Administered (originals)
- Rabies Certificate and Any Other Vaccination Certificates (copies)
- Other Relevant Information (originals)

Record Checklists for Animal Transfer

Animal Transfer Portfolio for Receiving Party

- Animal Shelter Registration Form (copy)
- Animal Photograph (copy)
- Animal Kennel Card (copy)
- Emergency Animal Shelter Liability Release Form (copy)
- Emergency Animal Shelter Animal Transfer Form (copy)
- Individual Weekly Animal Care Log (copies)
- Special Needs Animal Form (copy)
- Pre-Transfer Medical Release Form (copy)
- All Medical Records (copies)
- All Medical Procedures and Treatments Administered (copies)
- Rabies Certificate and Any Other Vaccination Certificates (originals)
- Other Relevant Information (copies)

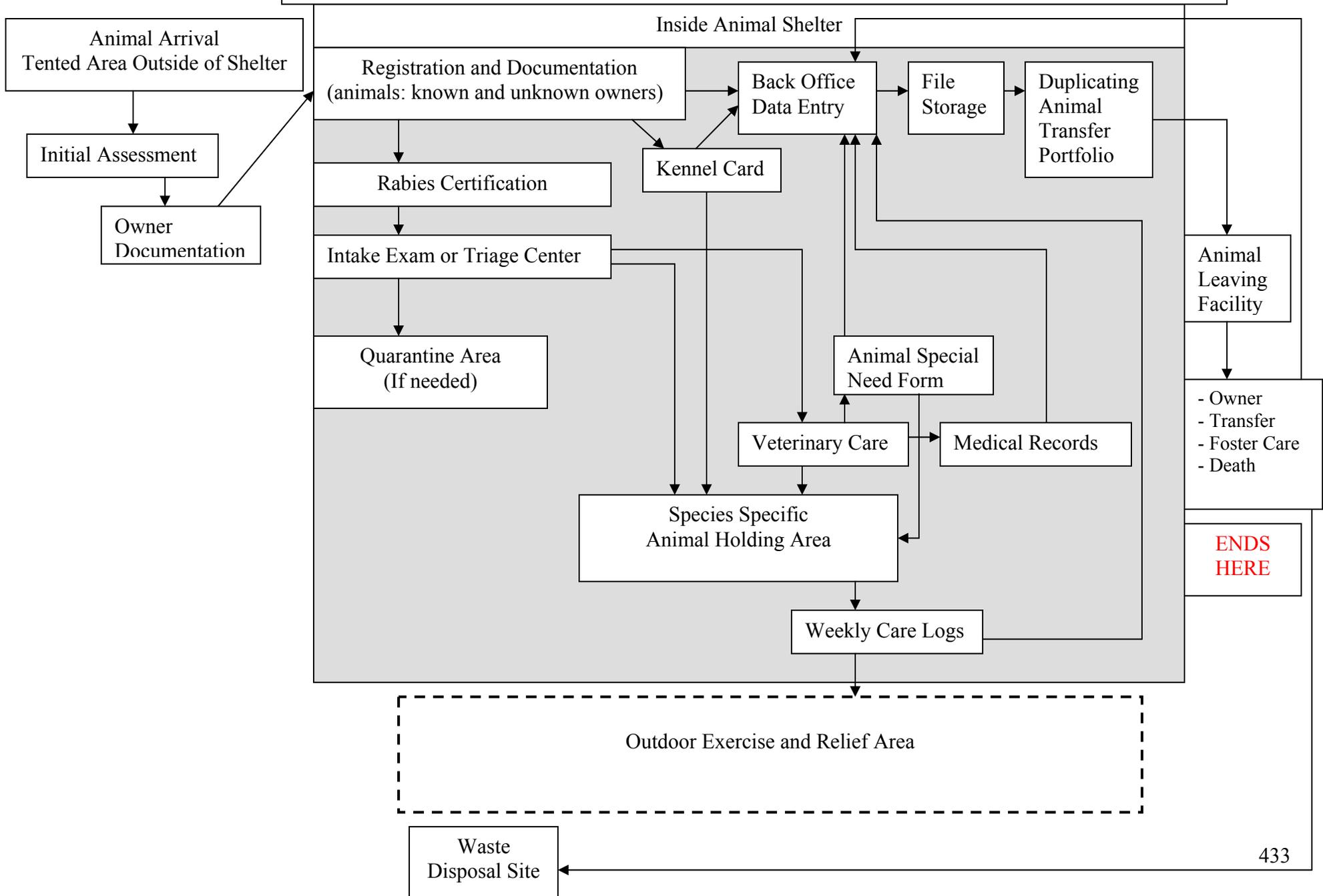
Guidelines for Animal Intake and Animal-Owner Reunification

19. Emergency responders will attempt to rescue all vulnerable companion animal populations in disaster situations along with their owners.
20. Emergency responders will evacuate and/or transport all displaced animals to one emergency shelter location. If there is more than one emergency shelter operating then the EOC and each shelter should have designated procedures that dictate which areas and/or animals will come to their locations.
21. Emergency responders should be outfitted with materials to label any unidentified animals and/or document any deceased animals found as well.
 - a. Disposable collars and/or forms should be filled out on site to ensure the area or address where the animal was located when rescued is recorded.
 - b. This identification should remain with that animal at all times.
22. Houses that have been searched for animals should be clearly labeled to reduce duplicated efforts.
23. Emergency responders should transport the animals to the designated emergency animal shelter site/s, or coordinate with stationed LEART members and volunteers who will provide the secondary transportation to the emergency animal shelter/s.
24. Upon arrival at the shelter location, the rescue information will then be recorded by emergency animal shelter personnel with one copy remaining with the animal and one for shelter records.
 - a. Information collected should include but is not limited to: owner's name (if available), address, location or area found, rescue officer information, photographs, and distinguishing characteristics, animal's disposition, and noticeable injuries.
25. An animal shelter registration form will be completed for animals with known/unknown owners. Photographs will be completed for the shelter file, the animal kennel card, and if needed one separate photo for unknown animals should be collected.
 - a. A registration form and a separate photo album of deceased animals should also be kept at the shelter site in case animal owners are looking for their pets that may have perished.
26. A liability release form will be developed that will explain the obligations of the animal owners concerning the emergency sheltering of their animals. For example, length of the animal holding period, date to be reclaimed, animal medical waivers, shelter rules and regulations, foster and adoptions protocols, and consequences if the contract is breeched should be expressed to all animal owners admitting their animals into the emergency shelter/s.

27. All animals admitted to the shelter will be confined in a labeled kennel during the duration of their stay at the emergency shelter site unless they are being handled by shelter staff and/or owners, or authorized personnel.
28. If needed, an attempt should be made to try and transport all identified animals to owner preferred contacts out of the disaster area in an effort to reduce shelter overcrowding.
29. All volunteers must be certified and well trained in emergency animal sheltering. At no time should identification be taken off of the animals.
30. Care logs will be established and maintained for each animal.
31. Information about the emergency animal shelters should be relayed to the Public Information Officer (PIO) for the creation of public service announcements (PSA) which then should be transmitted via any available media (i.e.- television, internet, radio broadcasting, posters, loud speakers, etc.). Possible information that should be included in the PSA would inform residents on emergency shelter operations, locations, animals being housed, animal transfers, reclaiming deadlines, etc.
32. Preferably, a comprehensive database should be set up so that animal owners can go online and look for their animals.
33. If animal owners make no attempt to reclaim their animals or contact the emergency shelter after the signed contracts have expired, and all attempts to get in touch with the owners have failed, then animals still remaining at the emergency shelter location should be transferred to a permanent shelter facility.
34. All documentation will be transported with that animal.
35. Public service announcements should continue with updates on where the animals have been relocated to.
36. Receiving facilities should receive a copy of the displaced animal's file including care logs and any other relevant documentation or information.

**DOCUMENTATION
BEGINS HERE**

Organizational Flow Chart of Animal Documentation Processes *"The Paper Trail"*



**ENDS
HERE**

Orientation for Volunteering Veterinarians and Veterinary Technicians

Please enter onto the spreadsheet the volunteers' names, e-mail addresses, cell phone numbers, veterinarian or technician, last complete day they will be on the job.

1. Welcome and thanks for coming.
2. This is a shelter, not a veterinary clinic for the public.
3. History of the shelter
 - Associated with the _____ (Human Shelter)
 - Maximum occupancy was _____; Current occupancy is _____
4. Current status of the shelter
 - Accessions will cease on September 30, 2005, 8:00 p.m.

 - Owners must claim animals prior to _____ or they will be considered “abandoned”.

 - Abandoned animals will be transported to distant shelters for processing and conditional adoption

 - The conditions for adoption call for the new owner to relinquish the pet should the original owner come forward prior to _____. Free transportation back to the original owner will be available.
5. Bites – be very careful. We have had many and they continue.
6. Describe the various sections of the shelter layout: cats, isolation cats, arena, “will bite” dogs, quarantine, barn, and triage.
7. Name the person in charge of each section.
8. Determine if each person has special skills.
9. Take a couple of days before making suggestions for change.
10. Always suggest changes to the area supervisor before implementation.
11. Assign each person to a particular area and make an entry on the spreadsheet to show the coverage.
12. Tell the person who to report to.
13. Give a tour?
14. Thank them again for coming.

Pre-planning & Response

Responsibilities of Volunteer Veterinarians

Receiving Station

Observe all animals closely as they arrive with their owners and handlers and are checked in. You will find that most animals arrive happy, healthy and alert although often a bit stressed and nervous.

Talk to the owners about their impression on how the animal is doing and any previous health issues. Determine the vaccination status and if there are any special needs.

Use your own judgment on such patients but realistically most of these will not require a full physical examination, which will only further stress them.

Things we are finding of most concern are as follows:

1. Indications of heat stress
2. Evidence of bite wounds and other injuries
3. Animals with major wounds or illnesses

Triage:

1. Overly aggressive animals: These animals are not admitted and referred to EBR Animal Control.
2. Animals with major illness are sent for veterinary care at a local hospital. The School of Veterinary Medicine has made special arrangements to handle an increased case load. A list of local veterinary practices is available.
3. Body temperature: In the heat of the day we are seeing 103.8 as a matter of course in otherwise healthy but excited animals. If the rectal temperature is > 103.8 – send to the Triage Area or observation; otherwise just admit the animal to the facility.
4. Contagious disease: If you suspect contagious disease such as upper respiratory disease, the animal should be admitted to quarantine.

Have technicians apply flea control products and vaccinations if the history suggests they are needed.

Records: Establish a medical record sheet to record relevant abnormal findings and medications given.

Remember: This is an animal shelter, not an animal hospital, so we cannot take care of sick animals.

The wonderful technicians will look after everything else!!

Animal Admission SOP for Vaccines, Physical Exam and Micro-chipping

After completion of initial paperwork at intake:

1. Bring the animal to the chipping station
2. A veterinarian completes a physical examination
3. The animal will be checked of a chip
4. Give the animal ***All*** vaccinations:
 - a. Dogs: Distemper etc., Rabies, Bordatella
 - b. Cats: FeVRCP, Rabies
5. Provide endoparasite and ectoparasite control
6. Complete the rabies vaccination certificate
7. Place the rabies tag and certificate in the record
8. Chip any animals that have not yet been chipped. If the animal is chipped, record the chip information.
Microchip stickers should be placed on forms.
9. Fill out the form
10. Make sure all paper work is in the animals' packet:
 - a. Animal's information
 - b. Care sheet
 - c. Microchip information
 - d. Rabies vaccination information and tag

Pre-Transfer Medical Release Form

Shelter Issued Registration Identification Number	<input type="checkbox"/> Canine <input type="checkbox"/> Feline <input type="checkbox"/> Other _____
Name of Animal	<input type="checkbox"/> Male <input type="checkbox"/> Female
Microchip Number (if available)	
Currently being treated for: <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
Medications with animal: <input type="checkbox"/> Yes <input type="checkbox"/> No <hr/> <hr/> <hr/> <hr/>	
It is my professional opinion that this animal is suitable for transfer. <hr/>	
Veterinarian Signature	Date
Printed Name	

Release Form For Bite Quarantine Animal

(SHELTER NAME AND LOCATION)

Owner Name: _____
Owner Driver's License No.: _____
Dog Name: _____
Impound Number: _____
Date of Intake: _____
Date of Bite Incident: _____
Bite Investigation File Number: _____

I understand that my pet was placed into official quarantine for Rabies Observation owing to a bite incident report. The Animal Emergency Shelter has been authorized to release the animal to owner supervised quarantine, which must cover a total of 10 days from the time of the bite incident. The conditions of release to owner quarantine follow.

I, _____, hereby agree to have my pet, _____, examined by a licensed veterinarian 10 days post bite incident (date = 10 days post bite or 10 days post intake if bite date not recorded). I also agree to have the examining veterinarian sign this form below to confirm veterinary examination to allow release from bite quarantine.

Signed: _____

Witness: _____

Dated: _____

Post Quarantine Veterinary Examiner:

Name: _____

Address: _____

Practice: _____

Signed: _____

EXAMINING VETERINARIAN PLEASE FAX THIS FORM TO:

ANIMAL CONTROL: _____

TELEPHONE: _____

FAX: _____

CLEANING PROCEDURES - DOGS

NOTE: ALL INJURIES **MUST BE REPORTED** TO THE TEAM SUPERVISOR

SUPPLIES

ROLL ABOUT CART

1 - SPRAY BOTTLE - BLEACH SOLUTION (1/4 Cup Bleach per 1 Gallon Water)

1 - 5 GALLON BUCKET - CLEAR WATER FOR RINSING

RAGS, SCRUB BRUSH, COTTON TOWELS, PAPER TOWELS

DRINKING WATER JUGS

FOOD - DRY, WET AS NEEDED

NEWSPAPER/BEDDING

LEASHES

POOPER SCOOPER

PLASTIC BAGS

CLEANING PROCEDURE

- **REMOVE DOG FROM CAGE & PLACE IN TRANSFER CAGE OR TIE UP OR**
- **IF POSSIBLE, HANDLER TO EXERCISE DOG WHILE CLEANING IS DONE**
- **PICK UP FECES AND SOLID WASTE – RECOMMENDATION: WEAR GLOVES!**
- **REMOVE BEDDING AND OLD FOOD/WATER**
- **RINSE CAGE WITH CLEAR WATER TO REMOVE URINE**
- **Beware! URINE + BLEACH = CHLORINE GAS !**
- **SCRUB SURFACES WITH BLEACH SOLUTION**
- **WIPE OUT EXCESS**
- **RINSE WELL WITH CLEAR WATER ON RAG, RINSED FREQUENTLY, OR USE SEPARATE PAPER TOWELS**
- **DRY WITH TOWEL OR PAPER TOWEL**
- **REFILL WATER**
- **FEED AS NECESSARY, ACCORDING TO SCHEDULE**
- **REPLACE DOG IN CAGE**
- **DOUBLE CHECK DOOR LATCH AND/OR LOCK**

Reference: New Jersey Animal Working Group

Response

CLEANING PROCEDURES - CATS

NOTE: ALL INJURIES **MUST BE REPORTED** TO THE TEAM SUPERVISOR

SUPPLIES

- ROLL ABOUT CART
- 1 - SPRAY BOTTLE - BLEACH SOLUTION (1/4 Cup Bleach per 1 Gal. Water)
- 1 - 5 GALLON BUCKET - CLEAR WATER
- RAGS, SCRUB BRUSH, COTTON TOWELS, PAPER TOWELS
- DRINKING WATER JUGS

- FOOD - DRY, WET AS NEEDED
- TRANSFER CAGES, HEAVY GLOVES, NET
- NEWSPAPER

- LITTER OR SHREDDED PAPER
- PLASTIC BAGS

CLEANING PROCEDURE

- DISINFECT & RINSE HOLDING CAGES BETWEEN EACH ANIMAL
- REMOVE FOOD, WATER, LITTER PAN, PAPER IF POSSIBLE BEFORE REMOVING CAT
- ALWAYS WEAR HEAVY GLOVES WHILE HANDLING CATS TO AVOID SCRATCHES
- IF CAT IS FRIENDLY, LIFT OUT OF CAGE AND PLACE IN HOLDING CAGE
 - *CAUTION - MOST ESCAPES HAPPEN AT THIS MOMENT – DO NOT PROLONG THE TIME BETWEEN CAGES!!*

- IF CAT IS NOT FRIENDLY AND YOU ARE TRAINED, USE NET TO TRANSFER
- IF NOT “NET TRAINED” ASK HOW - IT’S EASY!!
- RINSE CAGE WITH CLEAR WATER TO REMOVE ANY URINE
- REMEMBER!! URINE + BLEACH = CHLORINE GAS !
- DISINFECT CAGE WITH BLEACH SOLUTION
- RINSE AND DRY CAGE
- REPLACE WATER AND DRY FOOD
- EMPTY LITTER PAN AND REPLACE LITTER
- TRANSFER CAT BACK INTO CAGE AS HANDLED EARLIER
 - *CAUTION - MOST ESCAPES HAPPEN AT THIS MOMENT – DO NOT PROLONG THE TIME BETWEEN CAGES!!*

- DOUBLE CHECK DOOR LATCHES & LOCKS!

Reference: New Jersey Animal Working Group

Response

Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

Emergency Animal Shelter Regulations Pertaining to Owners

VISITING HOURS

- POSTED AT ENTRANCE TO ANIMAL SHELTER
- MUST GET A VISITOR'S PASS AT THE REGISTRATION DESK
- SUBJECT TO CHANGE WITHOUT NOTICE AS NECESSARY
- OWNERS ARE ENCOURAGED TO EXERCISE & OTHERWISE CARE FOR THEIR OWN ANIMALS AS MUCH AS IS PRACTICAL
- FEEDING TO TAKE PLACE AT ONE TIME FOR ALL ANIMALS IN AREA
- OWNER MUST BE 18 YEARS OLD AT MINIMUM TO TAKE PET OUT OF CAGE
- PROOF OF OWNERSHIP (SHELTER INTAKE FORM RECEIPT, WRISTBAND) MUST BE SHOWN EACH TIME OWNER VISITS ANIMAL
- OWNERS WISHING TO TEMPORARILY TAKE THEIR PET OFF EMERGENCY SHELTER PREMISES MUST SIGN IN AND OUT

OWNERSHIP RIGHTS

- ABILITY TO VISIT WITH PET DURING OPEN HOURS AS MUCH AS POSSIBLE, PROVIDING SUCH VISITATION DOES NOT INTERFERE WITH OTHER RESIDENT'S RIGHTS TO THE SAME CONSIDERATION, AND UNDER SUCH PROCEDURAL RULES THAT THE INCIDENT COMMANDER MAY DETERMINE TO BE NECESSARY IN ORDER TO ENSURE BOTH THE PET'S SAFETY AND SECURITY AS WELL AS THE OWNER'S AND THE GENERAL PUBLIC'S.

OWNERSHIP RESPONSIBILITIES

- PROVIDE AS MUCH OF DAILY CARE TO PET AS IS POSSIBLE.
- SIGN IN AND SIGN OUT, UTILIZING A VISITOR'S PASS.

DOGS WILL NEED-

- WALKING 3 - 4 TIMES DAILY
- CAGE CLEANING DAILY
- FRESH WATER 1 - 2 TIMES DAILY
- FEEDING - SEE STAFF FOR YOUR SECTION'S SCHEDULE
- MEDICATING, IF NECESSARY

CATS WILL NEED-

- LITTER BOX CLEANING DAILY
- FRESH DRY FOOD AND WATER DAILY
- MEDICATING, IF NECESSARY
- FRESH BEDDING

PLEASE PROVIDE AS MUCH OF YOUR ANIMAL'S CARE AS YOU CAN!!
IF YOU HAVE TIME, THERE MAY BE OTHER WAYS TO HELP –
PLEASE ASK!!

SIGNAGE CONTAINING INFORMATION REGARDING SHELTER POLICIES SHOULD BE POSTED THROUGHOUT THE SHELTER IN VISIBLE AREAS AND BE PROVIDED TO OWNERS UPON ANIMAL REGISTRATION.

Reference: New Jersey Animal Working Group

Response

Emergency Animal Shelter Visitor Sign-In/Out Sheet

Date	Time In	Name	Contact #	Animal Visiting	Purpose	Time Out

Response

Visitor Identification Pass

<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Response

General Structural Operations/Husbandry Requirements

Small Animal Facility Operations

1. Dogs and Cats

- Animals under three months of age shall be fed three times daily; those three to six months of age should be fed twice daily. Adult animals should be fed a minimum of once daily.
- Feeding records should be kept on all animals, and checked when the animal has been fed (by either shelter personnel or the owner). See Forms. Primary responsibility for feeding should be by the owners, if possible, with follow-up by the shelter staff.
- Water should always be available.
- Clean-up of animal waste should be performed daily at a minimum, or more often as needed. See Forms.
- Disposable or easily-cleaned containers should be provided for food and water.
- Each cat shall be provided with a litter box – disposable, if possible. Disposable litter boxes should be ordered ahead of time. See Equipment List. Other examples include cardboard beer, soda, or canned food cardboard flats, french-fry boxes, or pizza boxes.
- Bedding for the animals can include newspaper or any other type of disposable bedding. Towels or blankets will be disposed of if soiled, unless a washer and dryer are accessible for cleaning.
- Food for pets should be free from contamination of any kind, appropriate for the age and species of animal, and stored in a way to prevent spoilage, infestation, exposure to rodents, and water damage.
- Owners will be instructed to abide by all shelter procedures.

2. Exotic Pet Animals

- REPTILES, AMPHIBIANS, & FISH – Reptiles & amphibians need to be near electrical outlets for the provision of heat lamps or rocks and away from drafts. Owners should provide their specific food. If no owner is found, there should be consultation with a professional to determine the animal's proper diet. Sanitation is important with these animals, as there is a high risk of salmonella.
- OTHER SMALL ANIMALS and BIRDS – These animals should be kept in covered cages, tanks, or other containers away from drafts. Birds and small animals should be housed in areas separate from cats and dogs.

Large Animal Facility Operations: Farm animals and horses

- Compatible animals from the same household, barnyard, or flock may be housed together, with the owner's recommendation and permission.
- Other animals shall be evaluated as to their temperament for compatibility for group housing.
- Identification of the animals should be included on the registration, including photographs with owners if possible. Any ear tags, microchips, or specific color patterns of the animals are to be recorded on the registration papers and a matching card will be placed on the animals' stall or

Response

stable door, or tacked on to the fence. Non-toxic livestock grease markers may also be used to identify ownership.

- Clean-up of animal waste must be accomplished daily at a minimum, or more often as needed.
- Animals must be fed species-appropriate food.
- Clean containers should be provided for food and water. Clean containers can include buckets, hay racks, or troughs. Hay can be fed on the ground.
- Indoor facilities for large animals and poultry shall have appropriate bedding such as wood shavings, straw, shredded newspaper, pelleted newspaper, which should be easily shoveled out and removed on a regular basis for waste removal or to ensure cleanliness.
- If the flooring surface/substrate of the shelter is too firm, efforts should be made to provide the animals with appropriate bedding.

Reference: New Jersey Animal Working Group

Response

Disaster Feed Guidelines for Livestock Owners

	Animal Type	Water/Day	Feed/Day
Swine	Brood sow with litter	4 gallons summer 3 gallons winter	8 pounds grain
	Sow in gestation	1-2 gallons summer 1 gallon winter	2 pounds grain
	150 - pound gilt/boar	1 gallon	3 pounds grain
Sheep	Ewe with lamb	4 quarts	5 pounds hay
	Ewe, dry	3 quarts	3 pounds hay
	Weaning lamb	2 quarts	3 pounds hay
Dairy Cattle	In production	9 gallons summer 7 gallons winter	20 pounds hay
	Dry cows	9 gallons summer 7 gallons winter	20 pounds hay
	Heifers	3-6 gallons	8-12 pounds hay
	Weaning cows	6 gallons summer 3 gallons winter	8-12 pounds hay
	Cow in gestation	7 gallons summer 6 gallons winter	10-15 pounds legume hay
	Cow with calf	9 gallons summer 8 gallons winter	12-18 pounds legume hay

	Calf (400 pounds)	6 gallons summer 4 gallons winter	8-12 pounds legume hay
Poultry	Layers	5 gallons per 100 birds	17 pounds per 100 birds
	Broilers	5 gallons per 100 birds	10 pounds per 100 birds
	Turkeys	12 gallons per 100 birds	40 pounds per 100 birds
Horses	All Breeds	5-12 gallons per 1000 pounds	20 pounds hay per 1000 pounds
Cats & Dogs	All Breeds	1 quart per animal	Ad libitum dry food
<p>Reference: FEMA Animals in Disasters: Independent Study Course Module A Unit 8 and The Indiana State Board of Animal Health</p>			

Response

Individual Weekly Animal Care Log

(Attach to animal cage along with kennel card)

Services Rendered

(Volunteers should initial each time after service)

	Date	Feeding and Watering	Walking	Cage Cleaning	Special Services	Medical Follow-up Activities
Monday						
Tuesday						
Wednesday						
Thursday						
Friday						
Saturday						
Sunday						

Response

Emergency Animal Shelter Animal Transfer Form

Date of transfer: _____

Name of animal: _____

Shelter issued registration identification number: _____

Animal description: _____

Reason for transfer: _____

<p><u>Emergency Shelter Information:</u> Name: Address: Contact Number(s): Date of Transfer from Shelter: Condition of Animal When Leaving:</p>
<p><u>Transporting Entity Name:</u> Address: Contact Number(s): Staff Member Responsible for Relocation of Animal: Condition of Animal During Transfer:</p>
<p><u>Relocation Destination Name:</u> Address: Contact Number(s): Date of Arrival: Condition of Animal Upon Arrival: Other:</p>

Include a complete copy of the individual animal's file		
The following is included:	Signatures	Date
Animal Identification		
Registration Information		
Care Log		
Liability Release Form		

This form should be duplicated. One copy should travel with the animal. One copy should remain at the shelter to be maintained by back office personnel.

Staff Member's Signature: _____ **Date:** _____

Transporter Signature: _____ **Date:** _____

Receiving Facility Staff: _____ **Date:** _____

Response

Master List of Animal Transfers

Date/Time	Shelter Issued Registration ID #	Animal Description	Moved From	Reason for Transfer	Moved To	Moved By (signature)

Back Office Administrative Manager should maintain the master list of all animal transfers from the emergency animal shelter as well as the individual animal transfer forms.

Response

All Animals – All Disasters

Grab and Go

Resource

Section IV

Shelter Liaison Manager

Developing

A

Local Animal All Disaster

Animal Evacuation and Emergency Sheltering

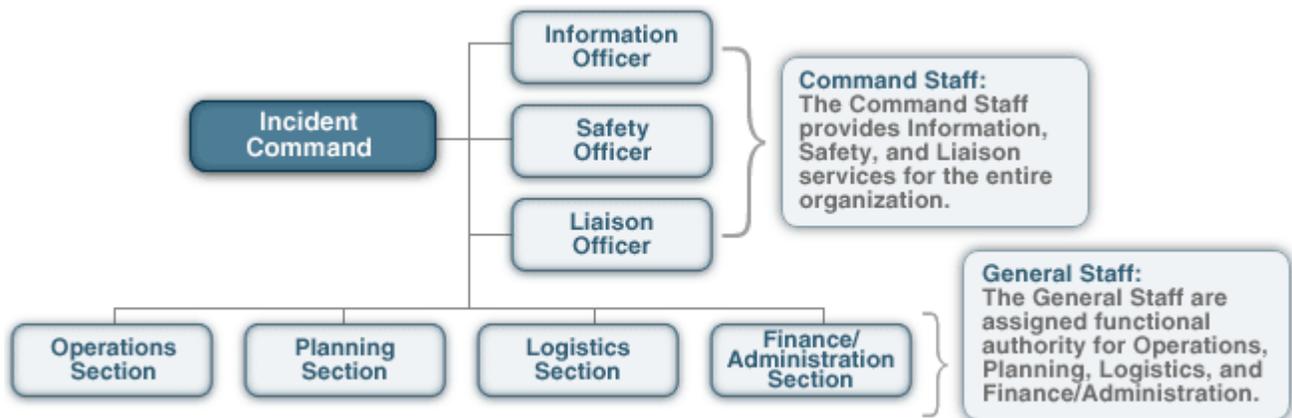
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

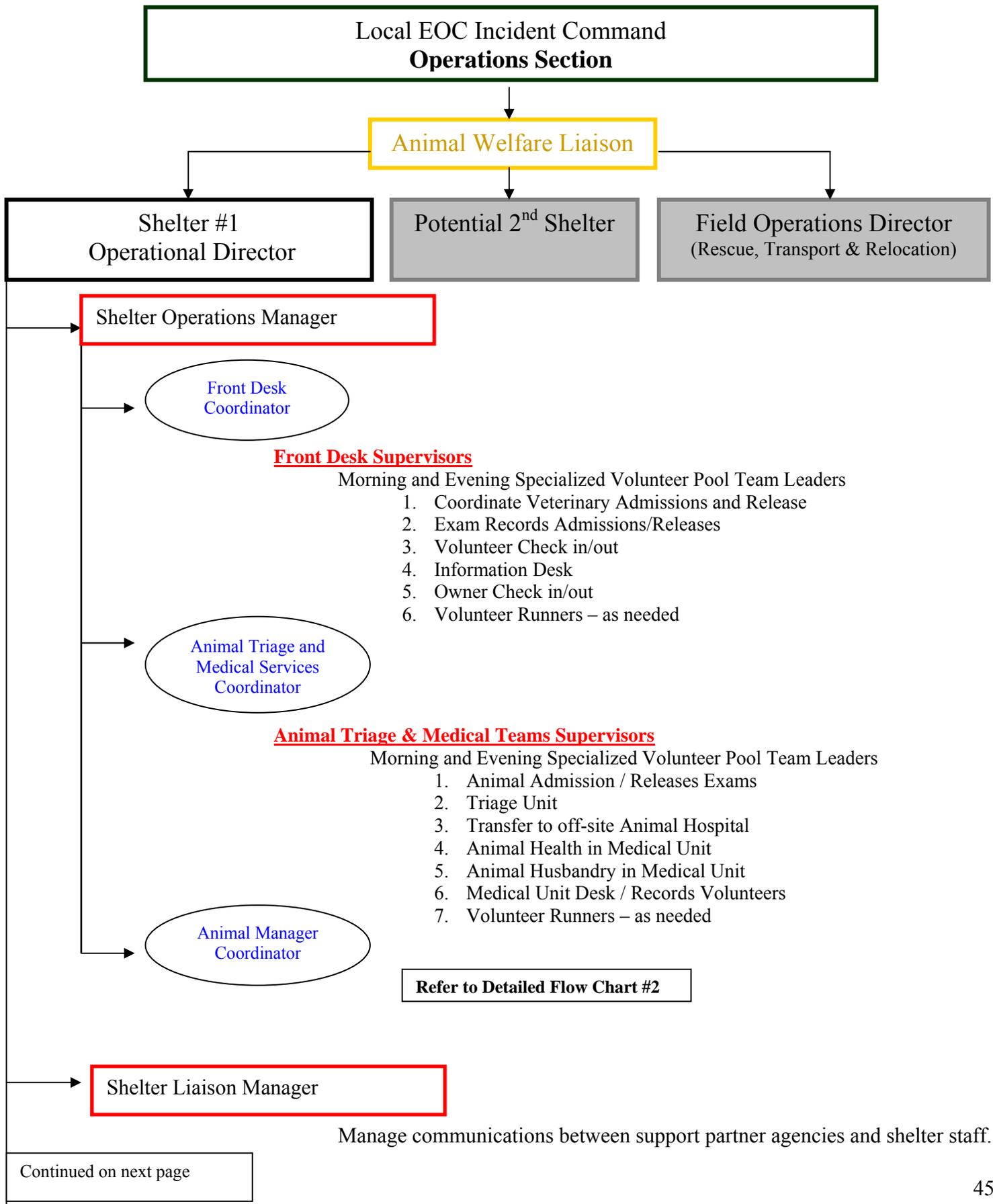
Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Pre-planning

Emergency Animal Shelter Organizational Flow Chart



Shelter #1
Operational Director

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

Adoptions & Fostering
Coordinator

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

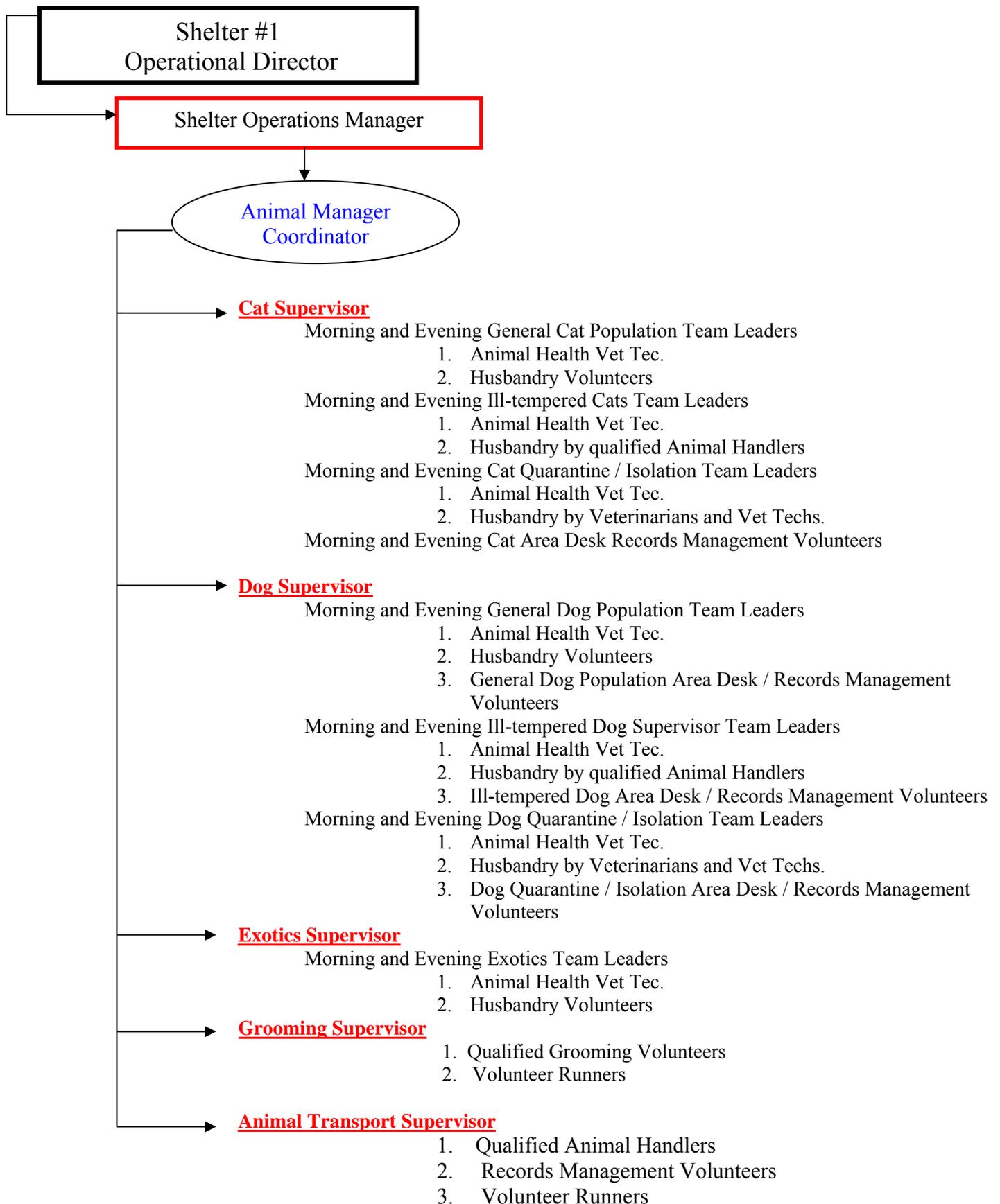
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

Pre-planning & Response

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Pre-planning & Response

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under “Unknown Owner” and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4) Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

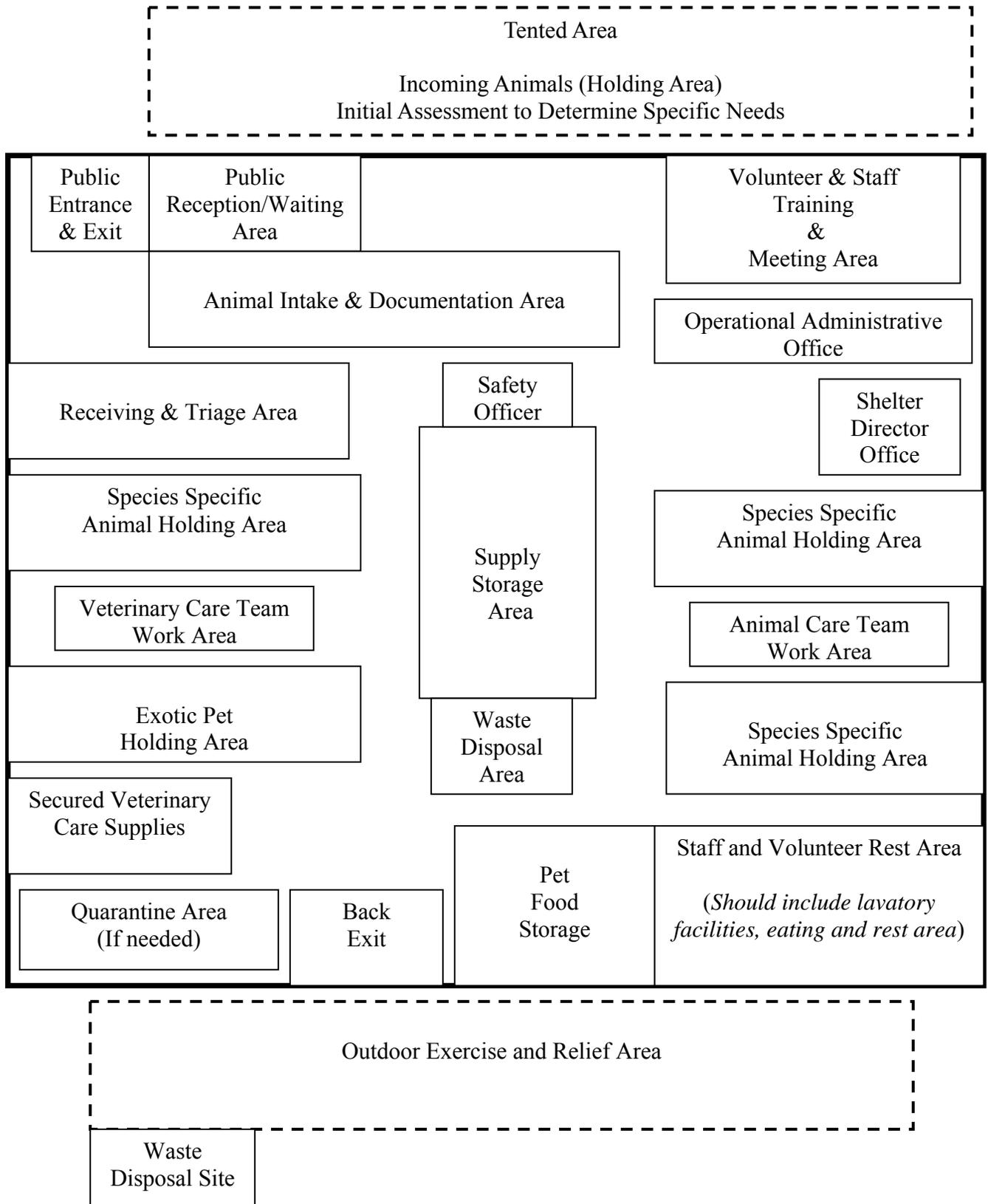
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



The pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage and provide easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged according to species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



All Animals – All Disasters

Grab and Go

Resource

Section IV

Public Information Officer

Developing

A

Local Animal All Disaster

Animal Evacuation and Emergency Sheltering

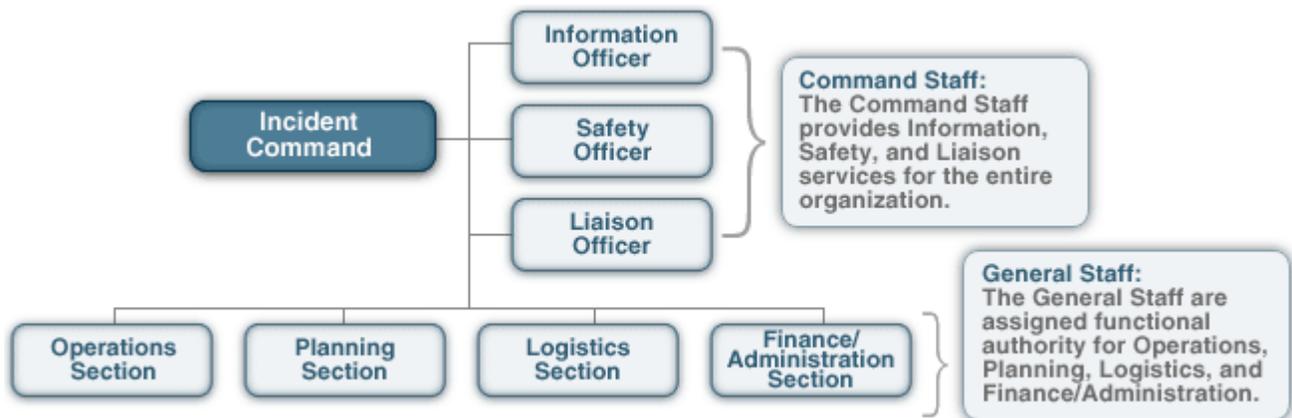
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

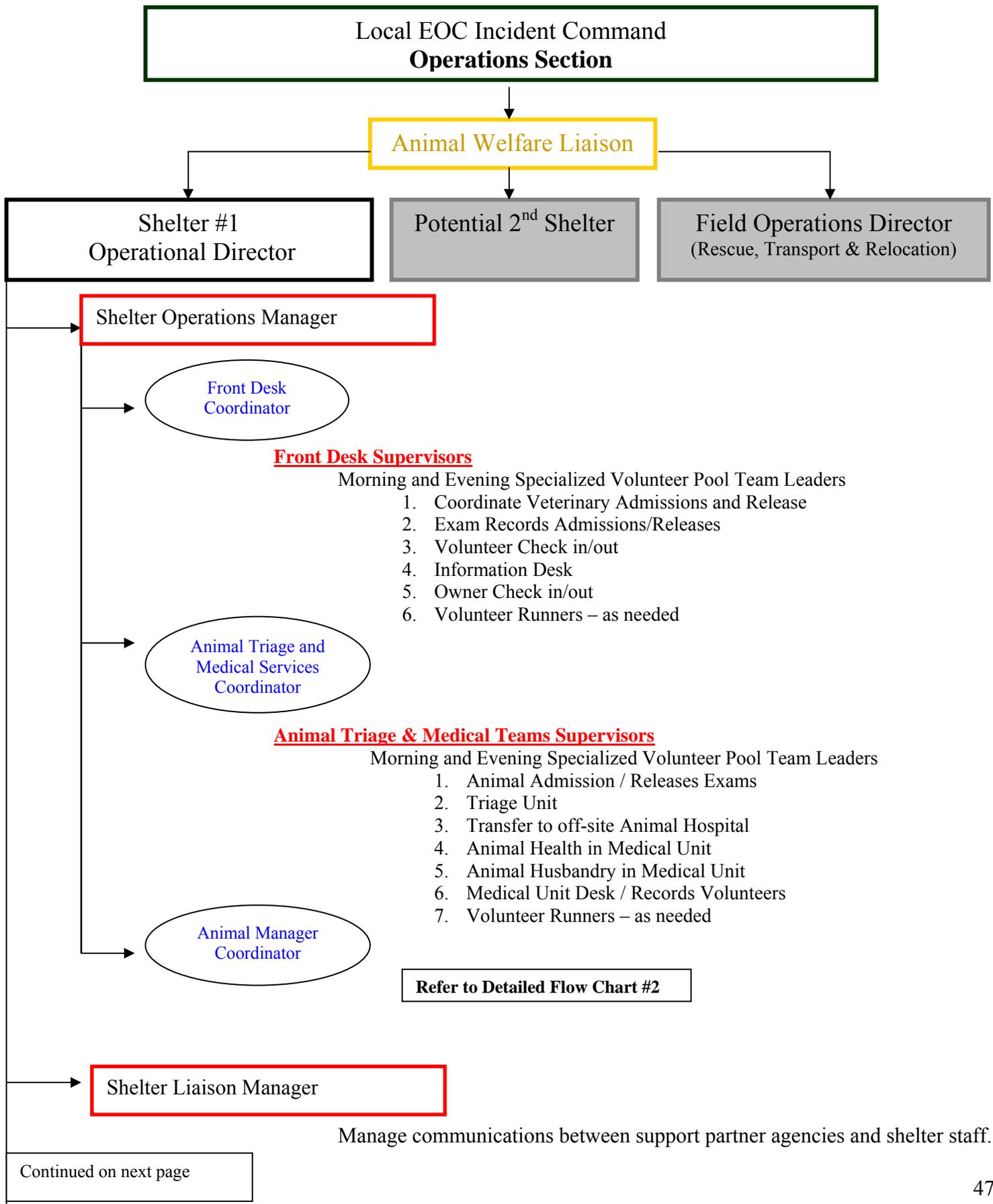
Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Pre-planning

Emergency Animal Shelter Organizational Flow Chart



**Shelter #1
Operational Director**

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

Adoptions & Fostering
Coordinator

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

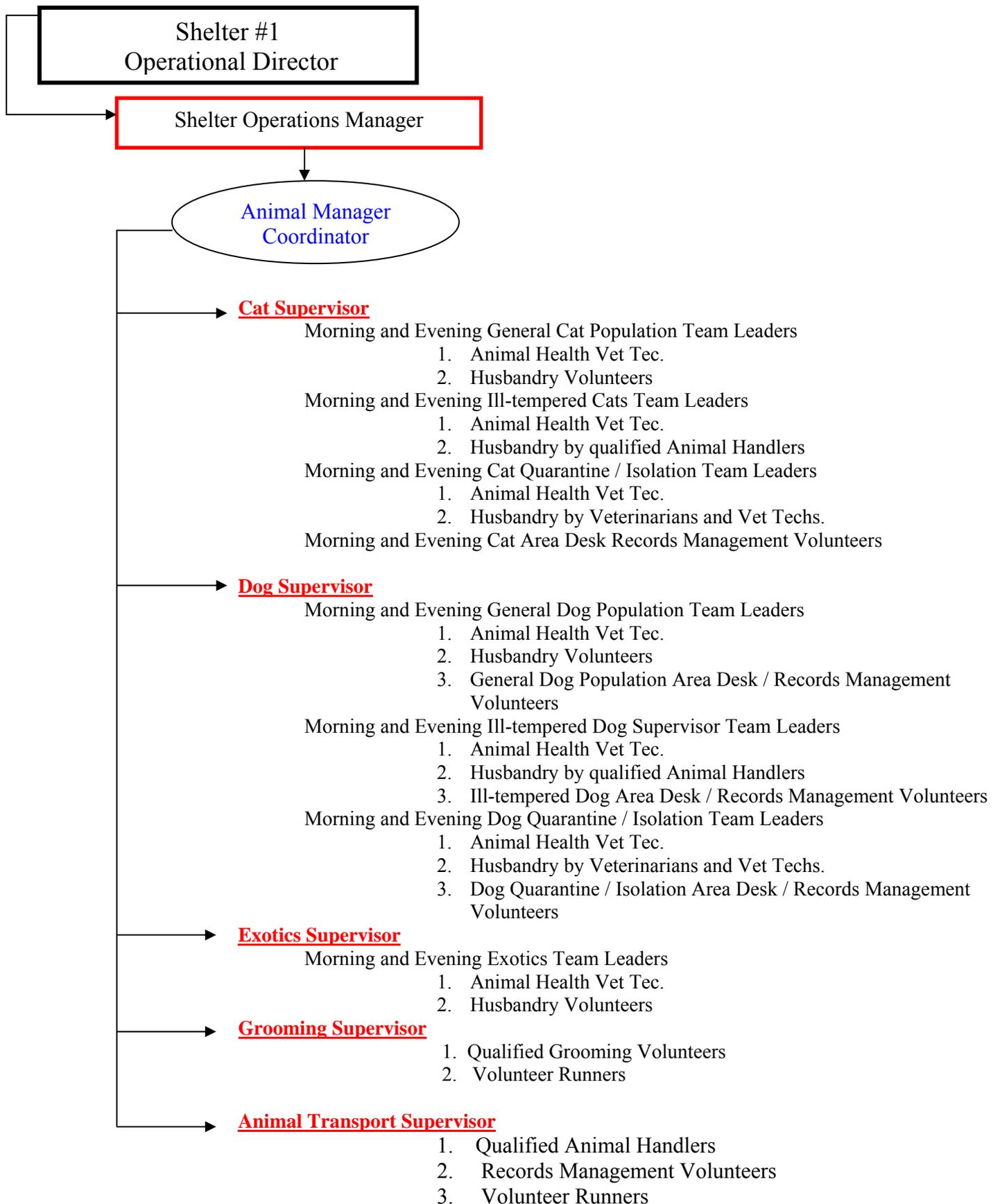
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

Pre-planning & Response

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Pre-planning & Response

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under “Unknown Owner” and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational

Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4) Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience – as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

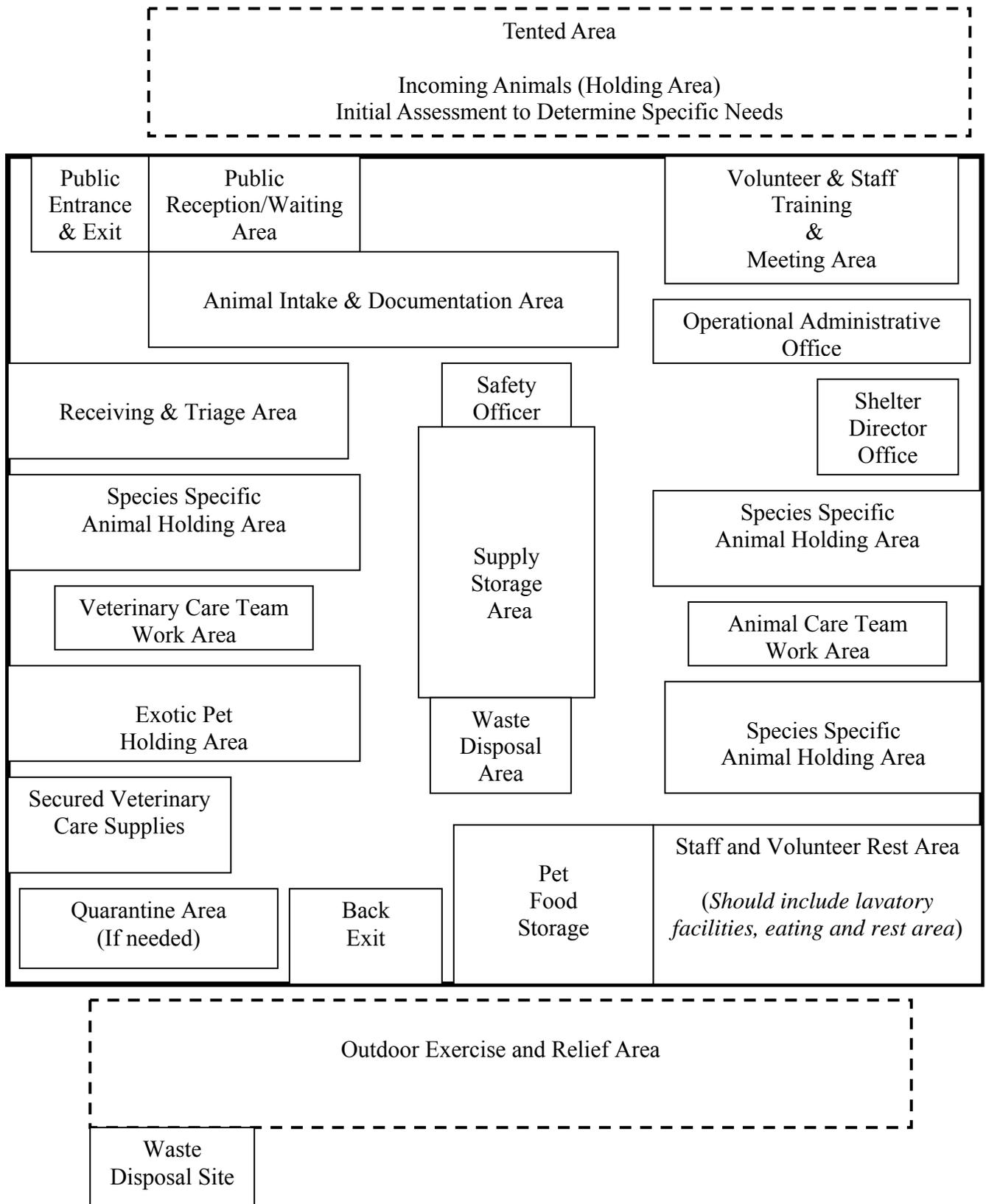
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Pre-planning & Response

Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



The pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage and provide easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged according to species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Guidelines for Disaster Media Relations

For Example: Public Information Officer

The Public Information Officer (PIO) appointed by the Emergency Operations Center (EOC) will be responsible for circulating information concerning disaster mitigation, preparedness, response, and recovery to the general population of residents as well as members of the government, etc

1. Public service announcements will include but are not limited to:

- a. Resident preparedness.
- b. Community preparedness.
- c. Desired disaster response methods including recommended evacuation methods and transportation routes.
- d. Ideal evacuation sites including human and animal shelter locations, current capacities, recommended methods and documentation for check in procedures, etc.
- e. Contact information for various agencies will be included in the announcements for local residents who may need assistance. For example, Red Cross, animal shelters, emergency responders, etc.
- f. Recommended supply receiving points will be advertised.
- g. Overviews of animal shelter statistics including but is not limited to: found animals, unclaimed animals, deceased animals, holding capacity and time periods, shelter policies and procedures, etc.
- h. Information on threats of transmission of communicable diseases and/or zoonotic diseases, recommended courses of action, quarantine locations, quarantine procedures and protocols, etc.
- i. Animal-owner reunification processes.
- j. Information regarding volunteerism (how many volunteers are needed or not needed, the negative consequences that spontaneous volunteerism can create, volunteer reporting centers, etc).
- k. Websites that contain disaster specific information (if available) will be publicized.
- l. Long term community recovery efforts and activities will be included. For example, the importance of and what activities are being planned or are underway to help restore the community.

- m. Constant situation updates on current weather, evacuation routes, supply route, shelter locations and available accommodations, animal shelter locations, shelter capacities for both humans and animals, found animals, unclaimed animals, threats of transmission of communicable diseases and quarantines, transportation routes, animal-owner reunification procedures, volunteerism, and any other information relevant to disaster situations that should be incorporated in the AR&R national strategy.
2. The PIO is also responsible for the organization of the dissemination of information across a variety of Medias.
- a. Televised public service announcements.
 - b. Radio Broadcasts on both AM and FM channels.
 - c. Websites.
 - d. Posters and Flyers.
 - e. Loud Speaker Announcements.

3. Flow of Activities

- a. PIO will receive intelligence from various emergency response actors and/or agencies.
- b. The PIO is also responsible for relaying all of the received information to the EOC.
- c. The EOC will then aid in the decision making process of which and how information is presented to the general public.
- d. PIO staff and/or volunteers help the PIO prepare to address the public.

Templates for Email Responses

Template for requesting volunteer services

The _____ Emergency Animal Shelter is currently seeking the services of volunteers to care for animals that have been injured and/or displaced due to the latest disaster. Many positions need to be filled. Please note: that not all jobs involve the direct care and handling of the animals, and you may be asked to perform different tasks on different days. However, please realize that all jobs are vital to the daily functioning and overall success of the _____ Emergency Animal Shelter.

We are also seeking experienced and qualified _____ that can make their own travel and lodging arrangements and stay (if needed) for an extended period of time.

Please, if you are interested in providing your services, please contact _____ at _____.

We are also accepting monetary donations. You may donate to the _____ Emergency Animal Shelter directly at the facility or you may mail a check to:

Atten: Person
Emergency Animal Shelter
Address

Please make you checks payable to _____.

Thank you for your time,

Sincerely

Name

Title

_____ Emergency Animal Shelter

Template for requesting donations

Dear _____,

As you may know _____ has recently suffered the impact of _____. Many animals have been injured and displaced due to the disaster. We have established a local Emergency Animal Shelter whose goal is to provide animals adversely affected by the disaster adequate transportation and relocation, emergency medical care, and temporary, shelter, food and water. However, this can not be accomplished without the help of others. We are requesting donations of _____. We also accept monetary donations at the emergency shelter site or you can mail a check to:

Name of Person:

Address:

Please make checks payable to: _____.

Thank you for your help,

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for receiving donations of money, supplies etc.

Dear _____,

Thank you very much for your generous contribution of _____ to the _____ Emergency Animal Shelter.

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for turning down material supplies and requesting money

Dear _____,

Thank you for your offer to aid the _____ Emergency Animal Shelter through a charitable donation of _____. Currently this shelter has reached its limited amount of storage for animal care supplies and materials. We are graciously requesting, that your donation come in monetary form, so that we may purchase the necessary supplies as needed to ensure that the injured and displaced animals receive the supplies that they need. Unfortunately, this shelter has a very limited space to store all of the items that will be needed throughout our course of operation.

We accept monetary donations at the emergency shelter site or you can mail a check to:

Name of Person:

Address:

Please make checks payable to: _____.

Thank you for your understanding and willingness to help in times of crisis

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for requesting animal fostering volunteers

Dear _____,

Thank you for offering to provide foster care to the displaced animals at the _____ Emergency Animal Shelter. Please register with _____. Thank you for your assistance.

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for local volunteer solicitation

Dear _____,

Thank you for offering to volunteer at the _____ Emergency Animal Shelter. We are currently asking all new volunteers to work in shifts. The different shifts are from _____ . Also please bring the following materials with you when you report to the shelter: drivers license or identification card, _____.

We are in need of volunteers to fill many different positions. Please note: that we need all types of assistance at the Emergency Animal Shelter. Therefore, shelter staff may need to fill positions that do not call for the direct care and/or handling of the animals being housed at the shelter. Jobs you may be asked to perform may vary on a daily basis. However, all jobs are vital to the daily functioning and performance of our establishment.

Please note: this shelter does not allow children under the age of _____ to enter the facility.

Thank you once again for offering your time to help those animals in need,

Name

Title

Emergency Animal Shelter

Response template for volunteer solicitation-out of the area

Dear _____,

Thank you for offering your assistance to the _____ Emergency Animal Shelter. We have also received numerous offers from individuals in the local or neighboring areas. We are currently looking to obtain the services of the following: _____

However, we will keep your contact information on hand if we should need your assistance in the future. Please note that there may be other emergency animal shelters that are in need of your assistance. Once again thank you for your willingness to donate your time and services to aid the animals in need.

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Media Contacts Poster

Insert photos of media contact persons

**Media must be accompanied by either _____,
Public Information Officer for the
_____ Emergency Animal Shelter,
or
_____,
Director for the
_____ Emergency Animal Shelter .**

**Photographs and filming are allowed, but only if
the media person is escorted by one of the
two above media contacts.**

**Media who want to tour the facility
must contact _____ to obtain access.**

**Contact Info: _____(NAME)
(###) ###-#### office
(###) ###-#### - cell**

Pre-planning & Response

Legal issues that should be considered with legal council:

- **MOU agreements.**
 - Does the signer have the authority to enter into such agreements?
 - Subjects such as indemnity, insurance and workers' compensation need to be addressed.
 - Damages, liability and insurance issues involving facility utilization should be taken into account.
- **Volunteer management involving the utilization of spontaneous and/or affiliated volunteers should be examined.**
 - Will they be covered by the Federal Volunteer Act?
 - Liability surrounding volunteer injury and screening.
 - OSHA concerns
 - Labor Laws and how do they apply?
- **Donation management.**
 - Are the donations received designated or undesignated funds?
 - Medication distributed at the emergency shelter should be considered a controlled substance issue (Who has access, who can distribute, security of supplies).
 - Liability as a result of accidental poisoning of the food supply
- **Information regarding state aid and the utilization of outside jurisdictions' facilities, supplies.**
 - These should be researched and the ramifications should be evaluated.
- **Animal intake and documentation.**
 - Should be assessed with regard to contracts or breach of contracts. Also issues concerning the fostering or adopting out of animals.
 - What happens if the animal's documentation is misplaced?
- **Facility management and security.**
 - Issues regarding accommodating individuals with allergies, and public health procedures.
 - Security at the emergency shelter should be solicited to prevent theft of animals.
- **Animal transport**
 - Issues involving the temperature of transport kennel or container, holding period, etc. may create many legal issues.
- **Issues involving the spaying and neutering of animals.**
 - What will be done with known and unclaimed animals?

Other topics that may warrant the utilization of a lawyer when creating or running an emergency animal shelter may include:

- Veterinary Service (liability, insurance, and reimbursement functions).
- Animal Triage and Euthanasia.
- Animal - Owner reunification protocols.
 - What happens if the owner fails to pick up their animal in the agreed upon time period. Property issues should be considered. Should the animal remain or be transferred elsewhere?

Handling Exotic and Dangerous Animals (damages, liability, and insurance)

Pre-planning & Response

Disaster Preparedness Guidelines for Livestock Owners

Published by the Indiana State Board of Animal Health

Before:

- Familiarize yourself with the types of disasters that could occur in your area, including man-made situations such as chemical spills near highways. Develop a written plan of action for each. Include a list of resources (suppliers, trucks and trailers), evacuation sites, emergency phone numbers and people who can help during an emergency. Store a copy with important papers. Review the Disaster Plan regularly with everyone involved.
- Survey your property for the best location for animal confinement in each type of disaster. Identify food and water sources that do not rely on electricity, which could be lost during an emergency.
- Decide where to take the animals if evacuation is necessary. Contact fairgrounds, other producers (especially those with empty barns and pastures), stockyards and auction markets about their policies and ability to take livestock temporarily in an emergency. Have several sites in mind, in case your first choice is unavailable.
- Familiarize yourself with several evacuation routes to your destination. Avoid routes likely to be heavily traveled by people.
- Photograph, identify (brands, ear tags, nose prints, etc.) and inventory (by age, sex, weight, breed) your animals. Identify in a written list which animals (such as breeding stock) are of the most high priority or most valuable, in the event only some of them can be saved. Make sure others know your plans. Keep copies with important papers.
- Keep vaccinations and boosters up-to-date. Record the dates, dosages, and types of medications and health products the animals have received. Record dosing instructions and dietary requirements. Keep this information with the Disaster Plan
- Compile an Emergency Disaster Kit. Make sure it is always ready

During:

- Listen to the Emergency Broadcast System radio/tv station
- If possible, evacuate your livestock early to ensure their safety, protect your investment and ease your stress. Better safe than sorry!
- If you evacuate your livestock, take all vaccination and medical records, the Emergency Disaster Kit, and enough hay, feed and water for a minimum of 48 hours. Call ahead to your destination to make sure the site is still available.

Don't forget biosecurity measures if you evacuate—especially if you know your herd is under quarantine or have a communicable disease.

- If you must evacuate without your animals, leave them in a preselected area appropriate for disaster types. Leave enough hay, food and water for 48 hours to 72 hours. See disaster feed guide for guidelines. Do not rely on automatic watering systems; power may be lost.

After:

- Check fences; be sure they are intact. Check pastures and fences for sharp objects that could injure the livestock.
- Beware of downed power lines.
- Beware of raccoons, skunks and other wild animals that may have entered the area and could pose a danger to your animals.
- If animals are lost, contact veterinarians, humane societies, stables, surrounding farms and other facilities. Listen to the Emergency Broadcast System for groups that may be accepting lost animals.
- Check with your veterinarian and State Board of Animal Health for the information about possible disease outbreak.

Emergency Disaster Kit		
Portable radio Extra Batteries Animal Restraint Equipment Water Bucket	Portable Generators First Aid Kit Stored Feeds Flashlights	Sharp Knife Wire cutters Ropes, halters Bleach, lime

Disaster Preparedness Guidelines for Bird Owners

Published by the Indiana State Board of Animal Health

Before:

- Familiarize yourself with the types of disasters that could occur in your area. Develop a written plan of action for each. Include a list of resources (suppliers, safe shelters, etc.), evacuation sites, emergency phone numbers and people who can help during an emergency. Keep the plan with important papers. Review the Disaster Plan regularly with everyone involved.
- Because animals are not allowed in emergency shelters for people, survey your home for the best location to leave your bird in the event you cannot take it with you. Birds should be housed off the floor, in their cages, away from drafts and other animal species. Bathrooms or areas with doors, but no windows, are best.
- Decide where to take your birds if evacuation is necessary. Contact veterinarians, and humane societies ahead of time about their policies and ability to take pets in emergencies. Have several sites in mind, in case your first choice is unavailable. The home of a friend or relative outside the disaster area is best. Move the pet early, if possible.
- Familiarize yourself with several evacuation routes to your destination. Avoid routes heavily traveled by people.
- Permanently identify birds by microchip or leg bands. Record breed, sex, age (if known) and color. Keep copies, along with a current photo of each bird, with important papers.
- Keep vaccinations and boosters up-to-date. Record the dates, dosages, and types of medications/health products the birds have received. Record dosing instructions and dietary requirements. If the bird is on medication, keep a one-week to two-week supply on hand. Store information with the Disaster Plan and other papers.
- Compile an Emergency Disaster Kit. Make sure it is always ready.

During:

- Listen to the Emergency Broadcast System radio/tv station. Keep birds caged; they may sense danger and be difficult to capture.
- If possible, evacuate your birds early to ensure their safety and ease their stress. Do not endanger yourself or others in a rescue.
- If you evacuate with your birds, take all vaccination and medical records, and the Emergency Disaster Kit with you. Call ahead to your destination to make sure the site is still available.
- If you must evacuate, and cannot take your birds, leave them in a pre-selected area appropriate for disaster type. Cover the cage with a light cloth or sheet. Take all vaccination/medical records and identification photos with you when you depart.

Pre-planning & Response

After:

- Check your bird for injury and exposure to chemicals. Contact your veterinarian, if you have any concerns.
- Monitor your bird closely for several days after a disaster. Many commonly show signs of disease (respiratory, gastrointestinal, etc.) several days following a stressful episode. Consult a veterinarian immediately at any signs of lethargy, loss of appetite, loose stool, depression, injury, or sitting on cage bottom.
- If you have to move to new surroundings, do not remove your bird from its cage until it is calm; then do so only in a closed room. Frightened birds may become aggressive or fly away.
- If your bird has been without food or water for a prolonged period of time, give it small amounts every few hours for several days. Allowing the bird to gorge can be harmful. Work up to a normal volume of food gradually.
- Let your bird have plenty of uninterrupted sleep to recover from the stress and trauma. Birds will usually remain calm in isolated, darkened areas, with cages covered.

Emergency Disaster Kit	
Transportable cage Two-week supply of food Newspaper Cage cover/blanket Hot water bottle	Two-week supply of water Non-spill food and water bowls/dispensers Paper towels and plastic bags for clean up First aid kit Toys

Pre-planning & Response

Disaster Preparedness Guidelines for Horse Owners

Published by the Indiana State Board of Animal Health

Before:

- Familiarize yourself with the types of disasters that could occur in your area. Develop a written plan of action for each. Include a list of resources (suppliers, trucks and trailers, etc.), evacuation sites, emergency phone numbers and people who can help during an emergency. Keep the plan with important papers. Review the Disaster Plan regularly with everyone involved. Post emergency numbers in a visible location in the stable or barn.
- Survey your property for the best location for animal confinement for each type of disaster. Identify food and water sources that do not rely on electricity, which could be lost during an emergency.
- Decide where to take your animals if evacuation is necessary. Contact fairgrounds, race tracks, equestrian centers, private farms/stables and humane societies about their policies and ability to take horses in emergencies. Have several sites in mind, in case your first choice is unavailable.
- Familiarize yourself with several evacuation routes to your destination. Avoid routes likely to be heavily traveled by people.
- Permanently identify horses by tattoo or microchip; or temporarily with fetlock or neck identification bands or a halter with identification attached; or painted/etched hooves. Photograph the left and right sides of each horse, as well as its face and medial and lateral lower legs. Record its breed, sex, age and color. Keep copies with important papers.
- Keep vaccination and boosters up-to-date, including a current Coggins Test. Record the dates, dosages and types of medication/health products the animals received. Record dosing instructions and dietary requirements. Keep this information with the Disaster Plan.
- Clearly identify for volunteers which animals should be evacuated first, in the event that not all animals can be moved. Make sure all personnel are aware of your wishes.
- Compile an Emergency Disaster Kit. Make sure it is always ready.

During

- Listen to the Emergency Broadcast system radio/TV station.
- If possible, evacuate your horses early to ensure their safety and ease your stress. Also take dogs, cats and other pets.
- If you evacuate your horses, take all vaccination and medical records, the Emergency Disaster Kit. Call ahead to your destination to make sure the site is still available, as well as availability of water and hay at the site.

Pre-planning & Response

- If you must evacuate, but you cannot take your animals, leave them in the pre-selected area appropriate for disaster type. The animals should have enough freely available food for 48 hours to 72 hours. Do not rely on automatic watering systems; power may be lost. Take all vaccination/medical records and identification photos with you when you depart.

After

- Use caution when leaving your horses outside after a disaster. Familiar scents and landmarks may be altered; animals could become confused and lost. Place them in a secured area.
- Check fences; be sure they are intact. Check pastures and fences for sharp objects that could injure a horse.
- Beware of downed power lines. Beware of raccoons, skunks and other wild animals that may have entered the area and could pose a danger to your horse.
- If a horse is lost, contact veterinarians, humane societies, stables, surrounding farms and other facilities. Listen to the Emergency Broadcast system for groups that may be accepting lost animals.
- If you find a horse, isolate it from your animals until it can be returned or a veterinarian has examined it.
- When approaching unknown or frightened horses, be very cautious. **Always work in pairs.**
- Check with your veterinarian and the State Board of Animal Health for information about possible disease outbreaks.

Emergency Disaster Kit		
Water Bucket	Portable radio	Sharp Knife
Leg wraps	Extra Batteries	Tarpaulins
Leads, halters, shanks	Lime, bleach	Wire cutters
Plastic trash barrel with lid	First Aid items	Fly spray
Shovel	Flashlights	

Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

All Animals – All Disasters

Grab and Go

Resource

Section IV

Supplies and Inventory Manager

Developing

A

Local Animal All Disaster

Animal Evacuation and Emergency Sheltering

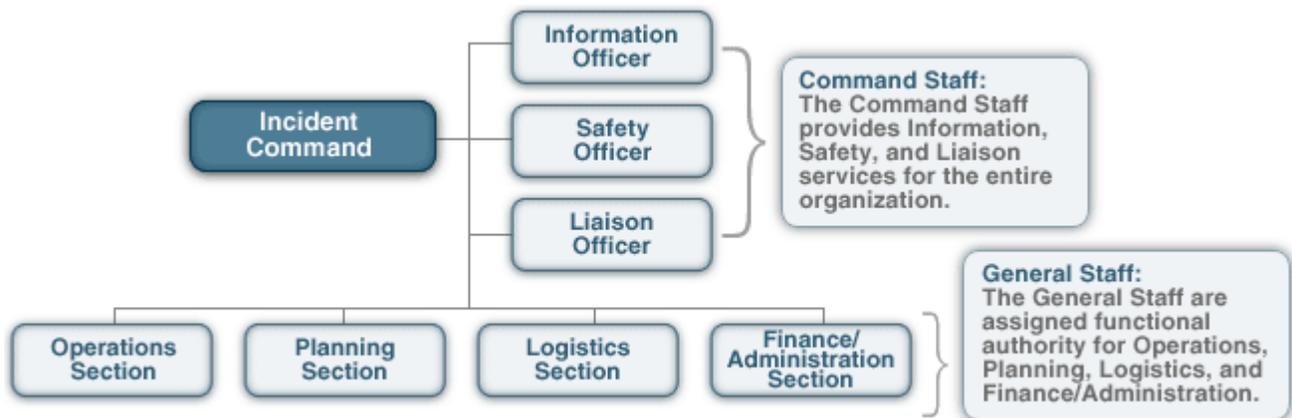
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

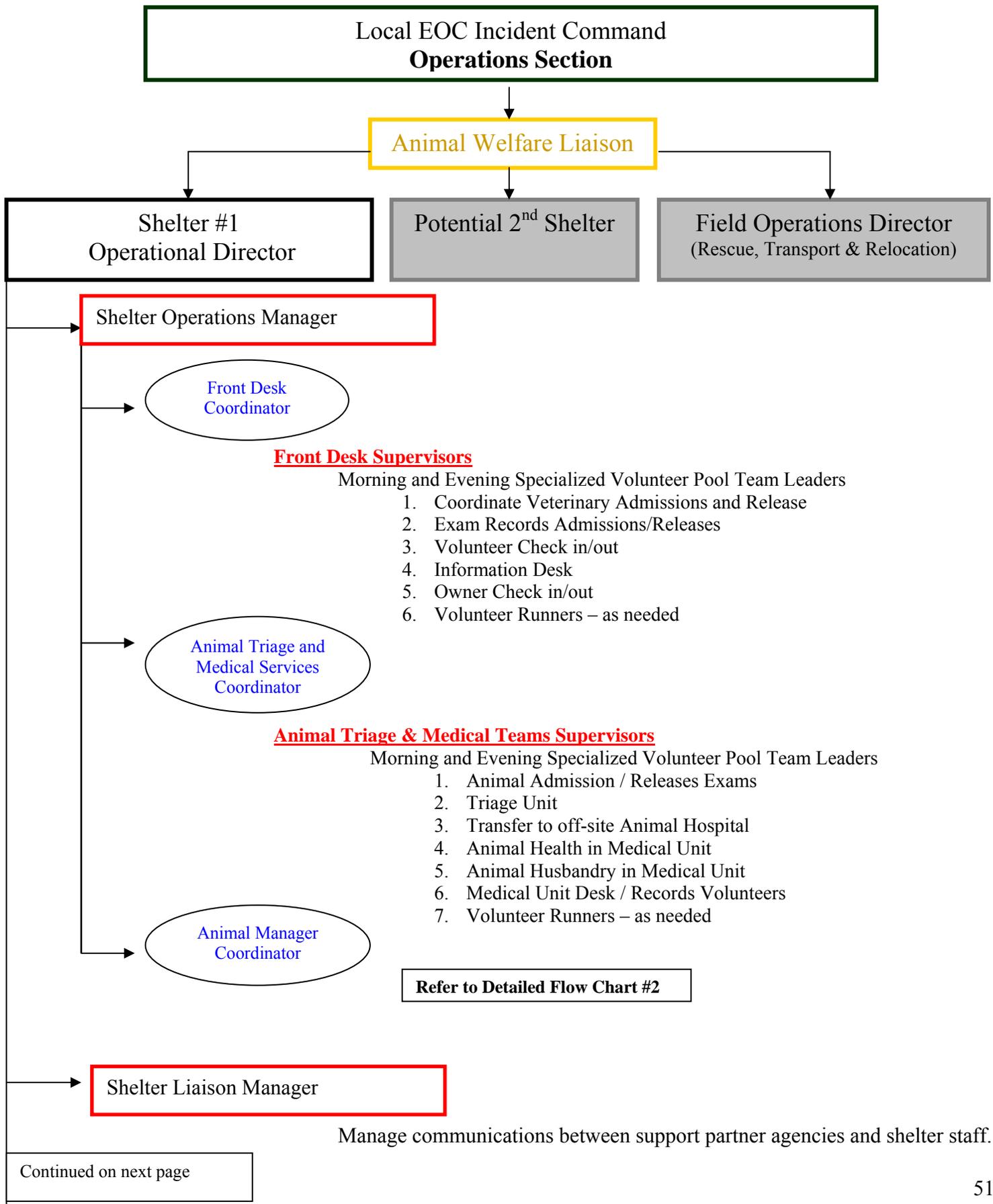
Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Pre-planning

Emergency Animal Shelter Organizational Flow Chart



**Shelter #1
Operational Director**

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

**Adoptions & Fostering
Coordinator**

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

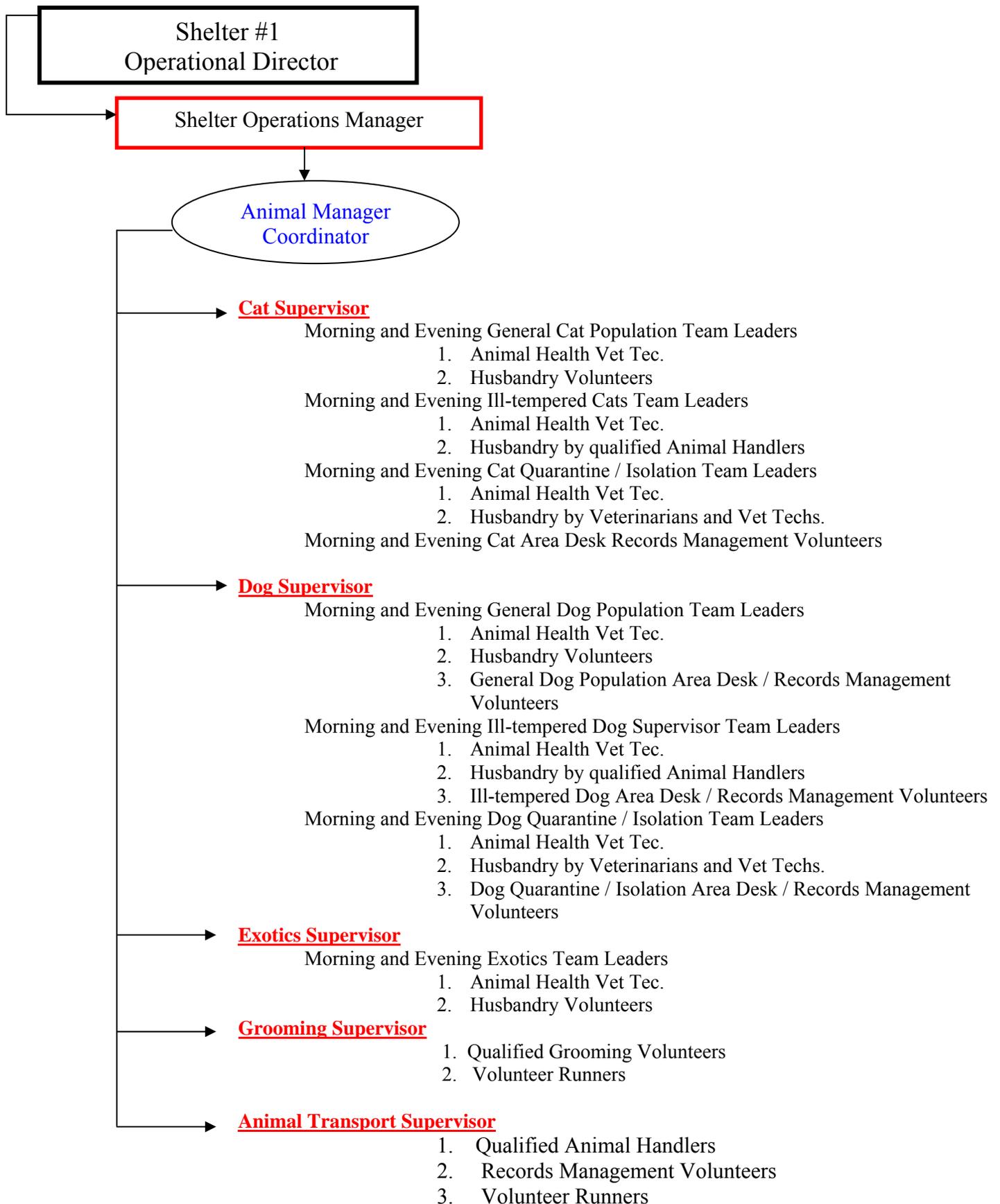
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Pre-planning & Response

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under "Unknown Owner" and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational

Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4) Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience – as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

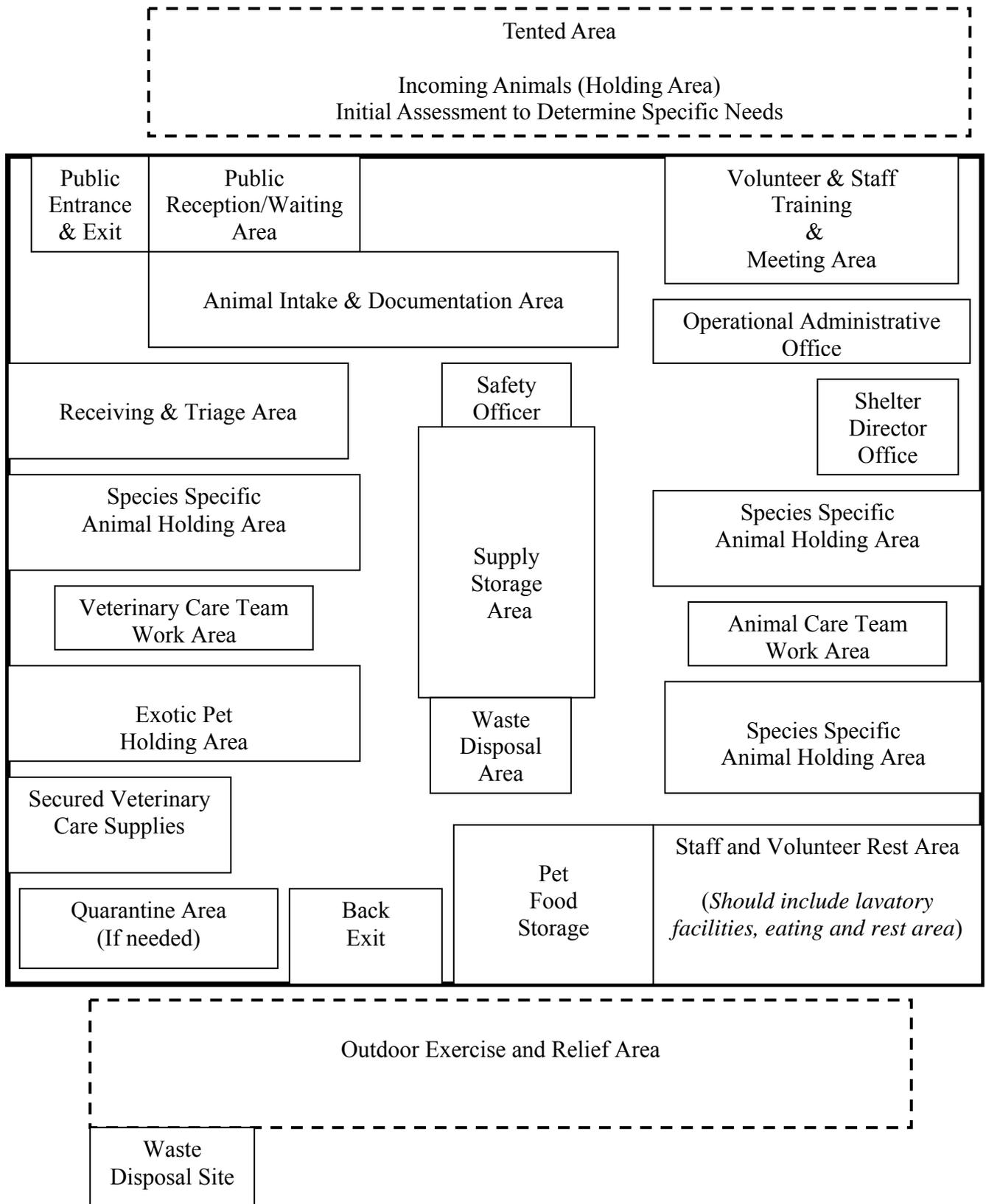
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Pre-planning & Response

Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



The pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage and provide easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged according to species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Animal Supply Contact List Worksheet

Identify vendors, corporate sponsors and all other relevant entities that are willing to assist with available resources for animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning

Animal Supply and Equipment Master List

Animal Care, Restraint, & Handling	Equipment	Tools	Personnel Equipment	Cleaning Materials	Office Supplies
<input type="checkbox"/> Alcohol or alcohol wipes <input type="checkbox"/> Animal Thermometer <input type="checkbox"/> Animal Toys <input type="checkbox"/> Band-aids <input type="checkbox"/> Bedding <input type="checkbox"/> Bowls <input type="checkbox"/> Cat rescue poles <input type="checkbox"/> Catch poles <input type="checkbox"/> Collars <input type="checkbox"/> Containers with lids <input type="checkbox"/> Cotton balls <input type="checkbox"/> Disposable id collars <input type="checkbox"/> Disposable id wrist bands <input type="checkbox"/> Disposable table covers <input type="checkbox"/> Dog runs <input type="checkbox"/> Evac Sacs <input type="checkbox"/> Food & Water <input type="checkbox"/> Gauze <input type="checkbox"/> Halters <input type="checkbox"/> Identification tags <input type="checkbox"/> Kennels & carriers <input type="checkbox"/> Leashes & leads <input type="checkbox"/> Medical supplies ordered by veterinarians <input type="checkbox"/> Muzzles <input type="checkbox"/> Nail clippers <input type="checkbox"/> Plastic Carcass disposal bags <input type="checkbox"/> Portable fencing <input type="checkbox"/> Ropes (varied sizes) <input type="checkbox"/> Spray bottles for cleaning & disinfecting <input type="checkbox"/> Water barrels for large animals <input type="checkbox"/> Ziploc baggies (different sizes)	<input type="checkbox"/> 2-way radios <input type="checkbox"/> Airplanes <input type="checkbox"/> Animal ambulances <input type="checkbox"/> Boats with motors <input type="checkbox"/> Buses <input type="checkbox"/> Caution signs & tape <input type="checkbox"/> CB radios <input type="checkbox"/> Chairs <input type="checkbox"/> Extension cords (small & large) <input type="checkbox"/> Forklifts <input type="checkbox"/> Hay trucks <input type="checkbox"/> Helicopters <input type="checkbox"/> Large capacity vans <input type="checkbox"/> Livestock trucks with loading ramps <input type="checkbox"/> Lockable cabinet for controlled substance storage <input type="checkbox"/> Megaphones <input type="checkbox"/> Power strips <input type="checkbox"/> Radios (am/fm & weather band) <input type="checkbox"/> Rafts & canoes <input type="checkbox"/> Refrigerators <input type="checkbox"/> Satellite telephones <input type="checkbox"/> Scales (for large & small animals) <input type="checkbox"/> Semis <input type="checkbox"/> Tables <input type="checkbox"/> Tractors <input type="checkbox"/> Trailers <input type="checkbox"/> Trains <input type="checkbox"/> TVs & DVD/VCR <input type="checkbox"/> Water trucks <input type="checkbox"/> Wi-Fi capabilities	<input type="checkbox"/> Bolt cutters <input type="checkbox"/> Car jacks <input type="checkbox"/> Chains <input type="checkbox"/> Crowbars <input type="checkbox"/> Dollies <input type="checkbox"/> Duct tape <input type="checkbox"/> Flashlights <input type="checkbox"/> Hammer & nails <input type="checkbox"/> Knives <input type="checkbox"/> Levels <input type="checkbox"/> Manual tee-post drivers <input type="checkbox"/> Other <input type="checkbox"/> Portable generators <input type="checkbox"/> Screwdrivers & screws <input type="checkbox"/> Shovels <input type="checkbox"/> Sledgehammers & mallets <input type="checkbox"/> Tee-posts <input type="checkbox"/> Wire cutters <input type="checkbox"/> Wrenches	<input type="checkbox"/> Air purifying respirators <input type="checkbox"/> Bedding <input type="checkbox"/> Biosecurity Suits (Hooded-two piece chemical splash suits) <input type="checkbox"/> Biosecurity waste <input type="checkbox"/> Cots <input type="checkbox"/> Coveralls <input type="checkbox"/> Disposable boots <input type="checkbox"/> Disposable plates & cups <input type="checkbox"/> Eye protection (safety glasses & chemical splash goggles) <input type="checkbox"/> Face masks <input type="checkbox"/> First aid kits <input type="checkbox"/> Food & drinks <input type="checkbox"/> Gowns <input type="checkbox"/> Hand sanitizer <input type="checkbox"/> Hard hats <input type="checkbox"/> Hazardous/ <input type="checkbox"/> ID badges <input type="checkbox"/> Plastic gloves <input type="checkbox"/> Rain suits <input type="checkbox"/> Rubber boats <input type="checkbox"/> Tents <input type="checkbox"/> Water dispensers	<input type="checkbox"/> Bleach <input type="checkbox"/> Brooms & dust pans <input type="checkbox"/> Buckets <input type="checkbox"/> Cleaning & disinfecting solutions <input type="checkbox"/> Disposable mops <input type="checkbox"/> Hoses <input type="checkbox"/> Large rolls of plastic sheeting <input type="checkbox"/> Paper towels and tissues <input type="checkbox"/> Rags <input type="checkbox"/> Rubber mats <input type="checkbox"/> Scrub brushes <input type="checkbox"/> Trash bags <input type="checkbox"/> Waste receptacles	<input type="checkbox"/> 8 ½ x 11 paper <input type="checkbox"/> Camera (Polaroid & Digital) <input type="checkbox"/> Clipboards <input type="checkbox"/> Computer networking devices <input type="checkbox"/> Documentation & forms <input type="checkbox"/> Highlighters <input type="checkbox"/> Laptops <input type="checkbox"/> Lined paper <input type="checkbox"/> Lockable cabinets for important records <input type="checkbox"/> Pens and Pencils <input type="checkbox"/> Permanent markers <input type="checkbox"/> Printers <input type="checkbox"/> Stapler staples <input type="checkbox"/> Tape (scotch & duct) <input type="checkbox"/> Toner & ink cartridges

Animal Evacuation Supply Contact List Worksheet

Identify vendors, corporate sponsors and all other relevant entities that are willing to assist with available resources for the evacuation of animals in times of disaster. After memorandums of understanding are developed and signed they should be filed and updated annually by authorized individuals.

Business Name	Address	Contact Name	Phone Number	Available Resources	MOU

Signature: _____ Date: _____

Pre-planning & Response

Evacuation and Transportation Supplies Checklist

<ul style="list-style-type: none"><input type="checkbox"/> Animal ambulances<input type="checkbox"/> Boats with motors<input type="checkbox"/> Buses<input type="checkbox"/> Forklifts<input type="checkbox"/> Hay trucks<input type="checkbox"/> Helicopters<input type="checkbox"/> Large capacity vans<input type="checkbox"/> Livestock trucks with loading ramps<input type="checkbox"/> Rafts & canoes<input type="checkbox"/> Satellite telephones<input type="checkbox"/> Semis<input type="checkbox"/> Tractors<input type="checkbox"/> Trailers<input type="checkbox"/> Trains<input type="checkbox"/> Water trucks<input type="checkbox"/> CB radios<input type="checkbox"/> 2-way radios<input type="checkbox"/> Megaphones<input type="checkbox"/> Power strips<input type="checkbox"/> Radios (am/fm & weather band)<input type="checkbox"/> Wi-Fi capabilities<input type="checkbox"/> Rope and tie downs<input type="checkbox"/> Caution signs & tape<input type="checkbox"/> Permanent markers for labeling<input type="checkbox"/> Temporary transport kennels<input type="checkbox"/> Signs to post at properties where animals are evacuated from without owners<input type="checkbox"/> Disposable id tags	<ul style="list-style-type: none"><input type="checkbox"/> Air purifying respirators<input type="checkbox"/> Biosecurity Suits (Hooded-two piece chemical splash suits)<input type="checkbox"/> Biosecurity waste bags<input type="checkbox"/> Coveralls<input type="checkbox"/> Disposable boots<input type="checkbox"/> Eye protection (safety glasses & chemical splash goggles)<input type="checkbox"/> Face masks<input type="checkbox"/> First aid kits<input type="checkbox"/> Gowns<input type="checkbox"/> Hand sanitizer<input type="checkbox"/> Hard hats<input type="checkbox"/> ID badges<input type="checkbox"/> Plastic gloves<input type="checkbox"/> Rain suits<input type="checkbox"/> Rubber boats<input type="checkbox"/> Water dispensers<input type="checkbox"/> Other
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Pre-planning & Response

On-Site Non-Perishable Supply and Equipment Inventory for Emergency Animal Shelter

Supply Type	Pre-Disaster Quantity	Location	Post-Disaster Quantity

Pre-disaster Signature: _____ Date: _____

Post-disaster Signature: _____ Date: _____

Pre-planning & Response

On-Site Perishable Supply and Equipment Inventory for Emergency Animal Shelter

Supply Type	Pre-Disaster Quantity	Location	Post-Disaster Quantity

Pre-disaster Signature: _____ Date: _____

Post-disaster Signature: _____ Date: _____

Pre-planning & Response

Off-Site Perishable Supply and Equipment Inventory for Emergency Animal Shelter

Supply Type	Pre-Disaster Quantity	Location	Post-Disaster Quantity

Pre-disaster Signature: _____ Date: _____

Post-disaster Signature: _____ Date: _____

Pre-planning & Response

Off-Site Non-Perishable Supply and Equipment Inventory for Emergency Animal Shelter

Supply Type	Pre-Disaster Quantity	Location	Post-Disaster Quantity

Pre-disaster Signature: _____ Date: _____

Post-disaster Signature: _____ Date: _____

Pre-planning & Recovery

All Animals – All Disasters

Grab and Go

Resource

Section IV

Safety Manager

Developing

A

Local Animal All Disaster

Animal Evacuation and Emergency Sheltering

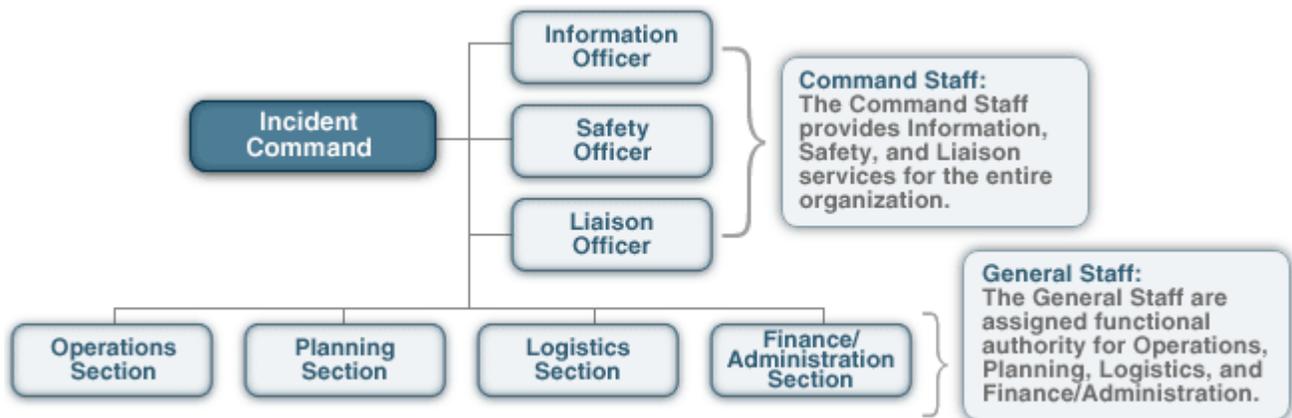
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



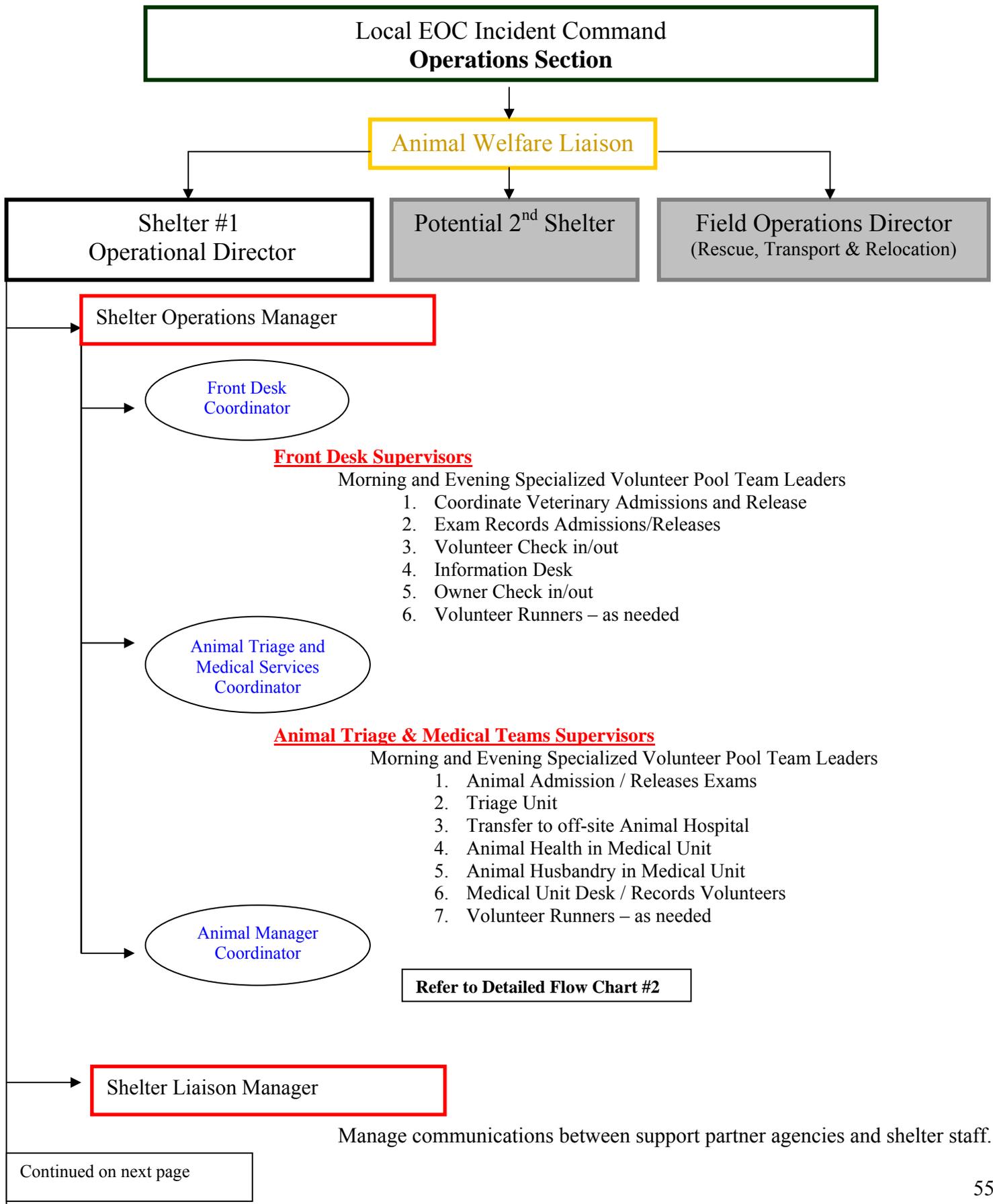
Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Emergency Animal Shelter Organizational Flow Chart



**Shelter #1
Operational Director**

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

Adoptions & Fostering
Coordinator

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update and informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

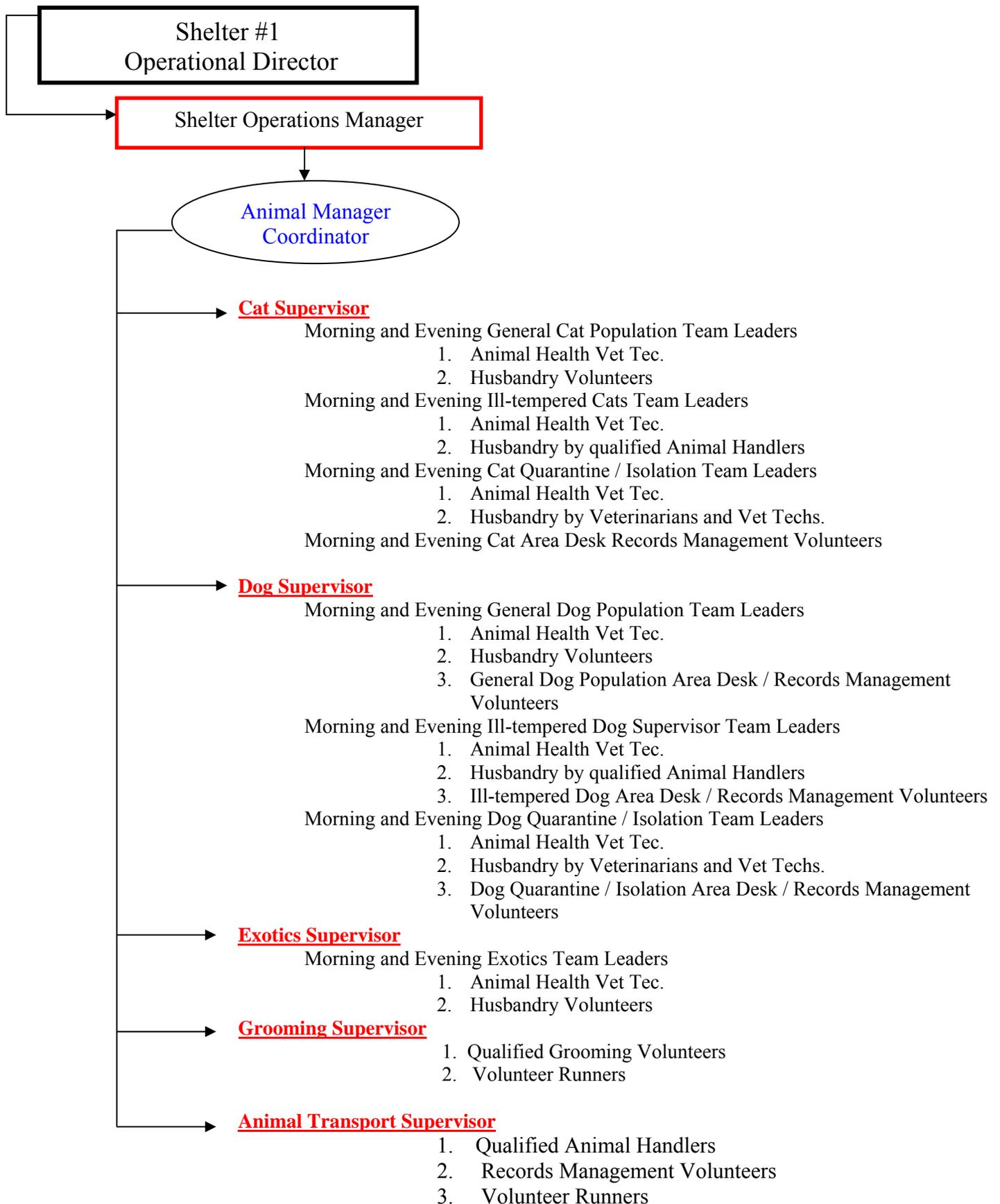
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Pre-planning & Response

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under "Unknown Owner" and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4) Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

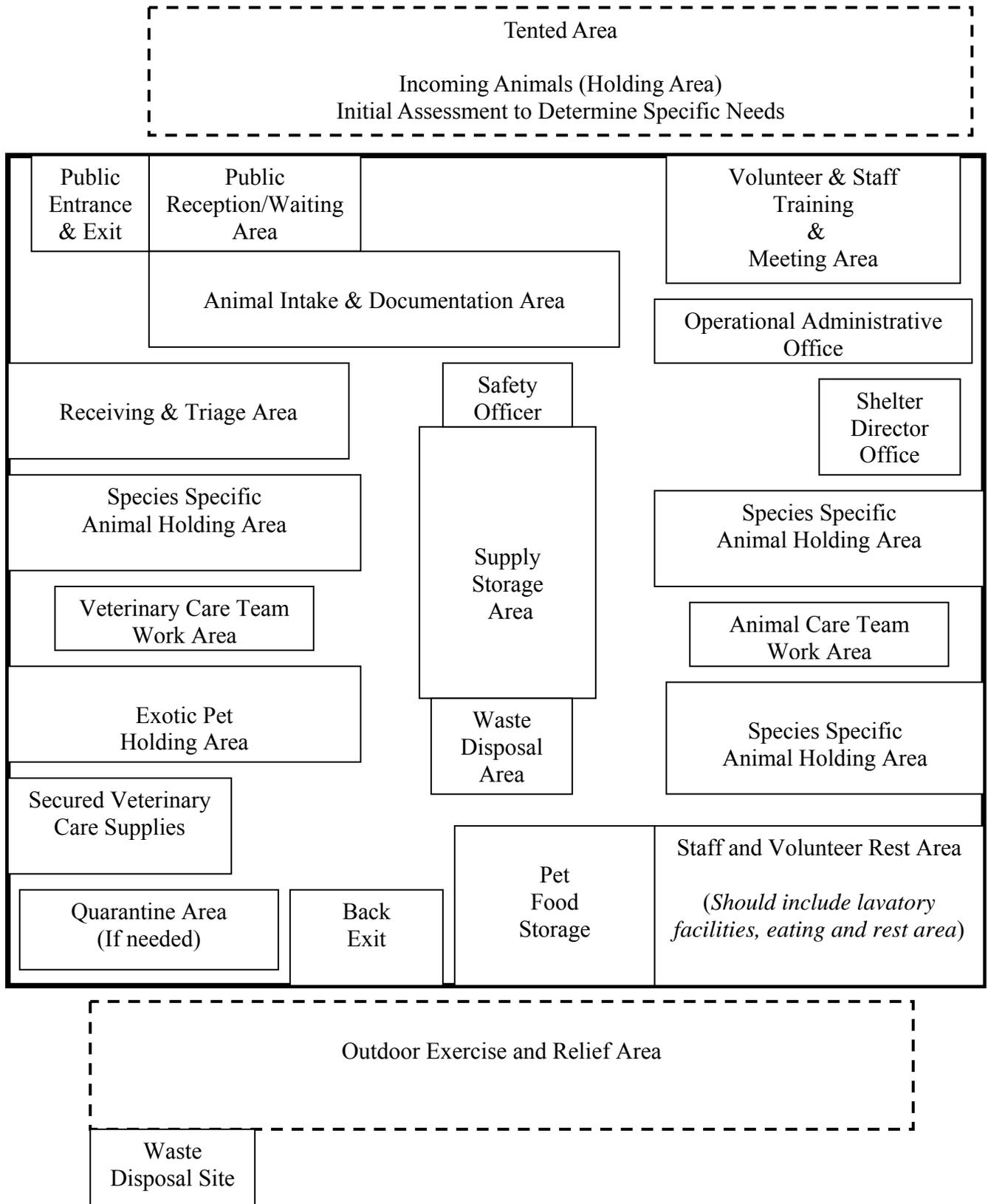
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



The pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage and provide easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged according to species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Shelter Regulations Pertaining to Owners

VISITING HOURS

- POSTED AT ENTRANCE TO ANIMAL SHELTER
- MUST GET A VISITOR'S PASS AT THE REGISTRATION DESK
- SUBJECT TO CHANGE WITHOUT NOTICE AS NECESSARY
- OWNERS ARE ENCOURAGED TO EXERCISE & OTHERWISE CARE FOR THEIR OWN ANIMALS AS MUCH AS IS PRACTICAL
- FEEDING TO TAKE PLACE AT ONE TIME FOR ALL ANIMALS IN AREA
- OWNER MUST BE 18 YEARS OLD AT MINIMUM TO TAKE PET OUT OF CAGING
- PROOF OF OWNERSHIP (SHELTER INTAKE FORM RECEIPT, WRIST BAND) MUST BE SHOWN EACH TIME OWNER VISITS ANIMAL
- OWNERS WISHING TO TEMPORARILY TAKE THEIR PET OFF EMERGENCY SHELTER PREMISES MUST SIGN IN AND OUT

OWNERSHIP RIGHTS

- ABILITY TO VISIT WITH PET DURING OPEN HOURS AS MUCH AS POSSIBLE, PROVIDING SUCH VISITATION DOES NOT INTERFERE WITH OTHER RESIDENT'S RIGHTS TO THE SAME CONSIDERATION, AND UNDER SUCH PROCEDURAL RULES THAT THE INCIDENT COMMANDER MAY DETERMINE TO BE NECESSARY IN ORDER TO ENSURE BOTH THE PET'S SAFETY AND SECURITY AS WELL AS THE OWNER'S AND THE GENERAL PUBLIC'S.

OWNERSHIP RESPONSIBILITIES

- PROVIDE AS MUCH OF DAILY CARE TO PET AS IS POSSIBLE.
- SIGN IN AND SIGN OUT, UTILIZING A VISITOR'S PASS.

DOGS WILL NEED-

- WALKING 3 - 4 TIMES DAILY
- CAGE CLEANING DAILY
- FRESH WATER 1 - 2 TIMES DAILY
- FEEDING - SEE STAFF FOR YOUR SECTION'S SCHEDULE
- MEDICATING, IF NECESSARY

CATS WILL NEED-

- LITTER BOX CLEANING DAILY
- FRESH DRY FOOD AND WATER DAILY
- MEDICATING, IF NECESSARY
- FRESH BEDDING

PLEASE PROVIDE AS MUCH OF YOUR ANIMAL'S CARE AS YOU CAN!!
IF YOU HAVE TIME, THERE MAY BE OTHER WAYS TO HELP –
PLEASE ASK!!

SIGNAGE CONTAINING INFORMATION REGARDING SHELTER POLICIES SHOULD BE POSTED THROUGHOUT THE SHELTER IN VISIBLE AREAS AND BE PROVIDED TO OWNERS UPON ANIMAL REGISTRATION.

Reference: New Jersey Animal Working Group

Response

Visitor Identification Pass

(Adapted from HSUS)

<p style="text-align: center;">Visitor Pass</p> <p>Name: _____ Date: _____</p> <p>Emergency Animal Shelter Name:</p> <p>_____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____ Date: _____</p> <p>Emergency Animal Shelter Name:</p> <p>_____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p style="text-align: center;">Visitor Pass</p> <p>Name: _____ Date: _____</p> <p>Emergency Animal Shelter Name:</p> <p>_____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Visitor Pass</p> <p>Name: _____ Date: _____</p> <p>Emergency Animal Shelter Name:</p> <p>_____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

Emergency Animal Shelter Supply & Equipment Request Form

Date of Request	Date Needed By	Item Needed	Location of Need	Requested By	Initials

Please return to back office personnel

Response

All Animals – All Disasters

Grab and Go

Resource

Section IV

Adoptions and Fostering Manager

Developing

A

Local Animal All Disaster

Animal Evacuation and Emergency Sheltering

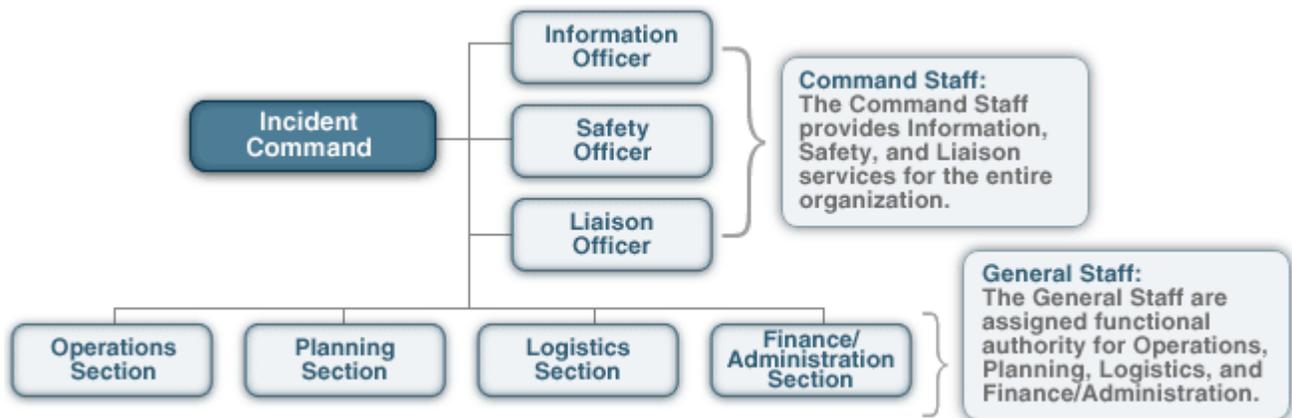
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

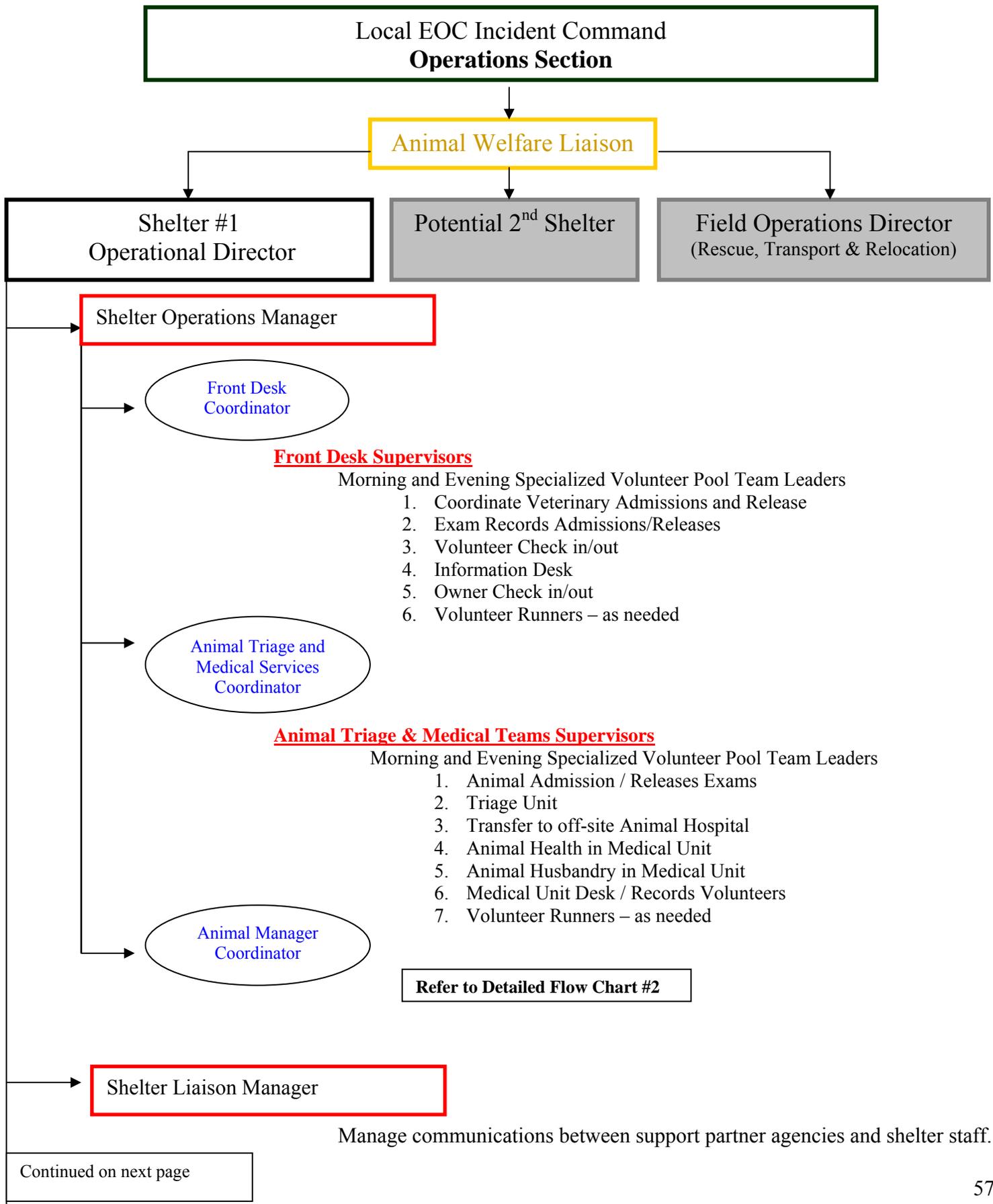
Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Pre-planning

Emergency Animal Shelter Organizational Flow Chart



**Shelter #1
Operational Director**

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

Adoptions & Fostering
Coordinator

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update and informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

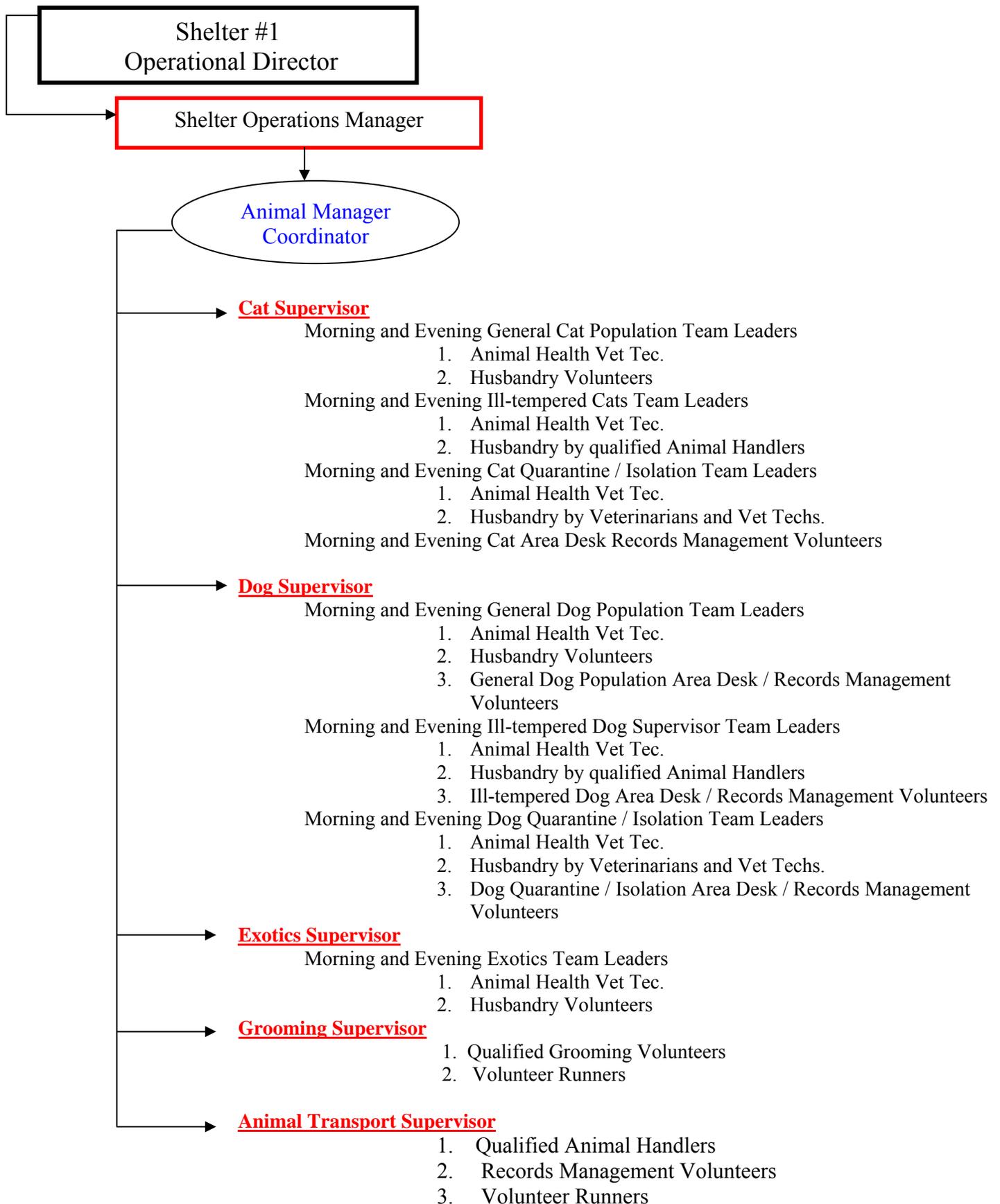
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under “Unknown Owner” and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4)Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

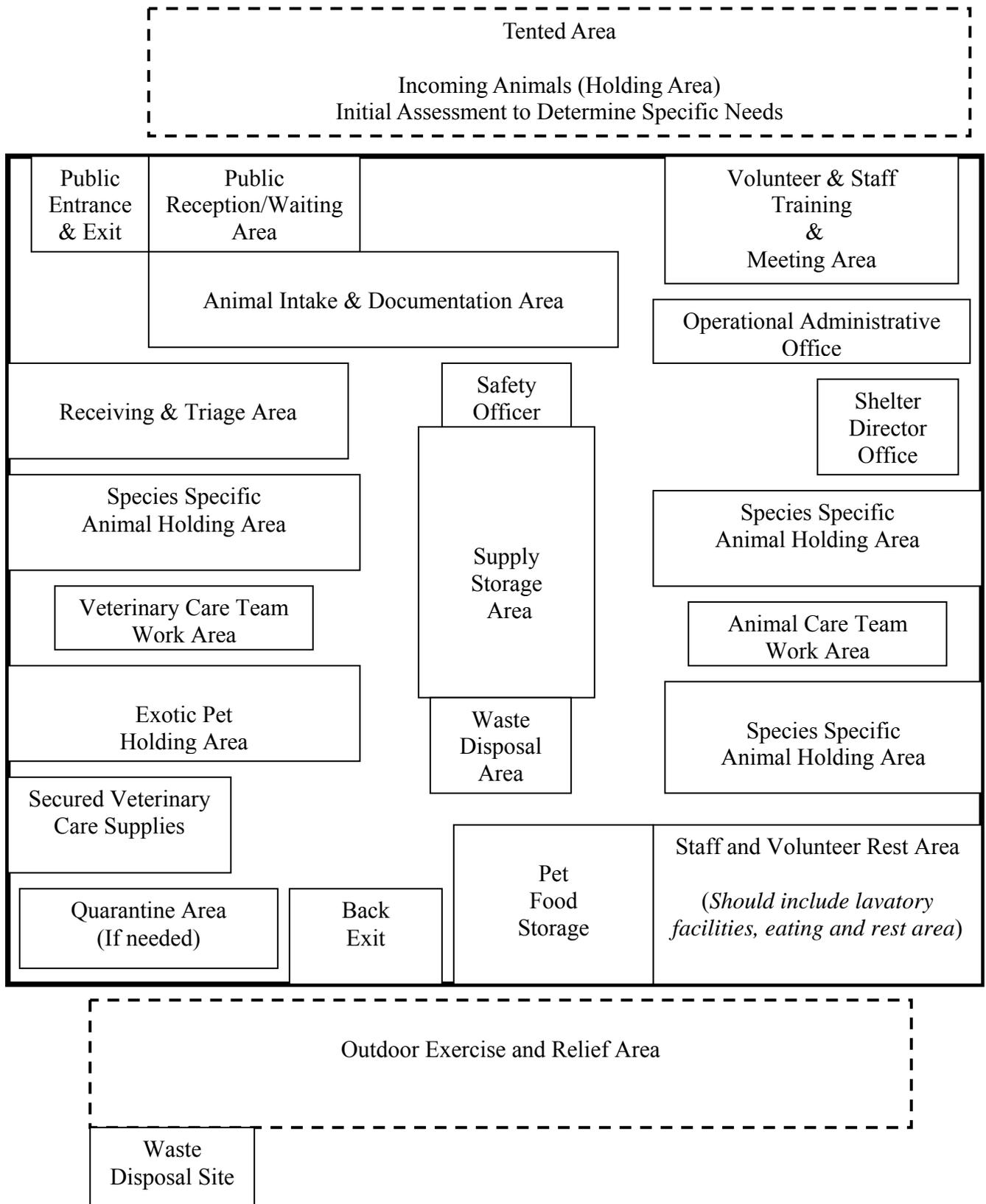
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Pre-planning & Response

Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



The pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage and provide easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged according to species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Policy on Local Adoption

Animals whose owners have given away their pets to the shelter are available for immediate adoption locally.

Animals whose owners dropped them off to the shelter and have failed to pick them up prior to _____ will NOT be available for local adoption.

Shelter Deactivation Date: _____

These animals will be transported to distant shelters where they can be properly prepared for adoption and subsequently tracked through to _____ in case the previous owner comes forward to claim their pet. (Fill in Date)

Contracts with distant shelters call for these **permanent agencies** to:

1. Prior to adopting them out, they will spay/neuter the animals they receive from the Parker Coliseum in accordance with their own local policies.
2. Track the ownership of the animals they adopt out until _____. This is because if the original owner comes forward to claim their pet prior to this date, the new owner must relinquish their pet to the original owner. Full animal details and a photograph will be posted on petfinder.com and a separate Parker Coliseum web site so that original owners may track the movement of their pets and free transportation back to the original owner will be provided.

The _____ Animal Shelter will cease to exist after

_____ and therefore cannot properly track the ownership of pets

that are adopted out locally.

CONTINGENT ADOPTION / FOSTER CARE AGREEMENT

Between _____
[Shelter or rescue name]
and
Contingent Adopter/Fosterer Accepting Animals with Identified Owners

This Agreement made on the _____ of _____, 2005, between _____, (Hereinafter known as “Adopter”) and the _____ (insert shelter or rescue name) regarding the companion animal herein described. The signature of the Adopter below signifies that the Adopter, has read, understands, and agrees to the following:

1. I understand that this agreement is legal and binding under the laws of the State of _____.

Initials _____

2. I understand that this animal is a displaced animal from the _____ area as a result of _____ (*Disaster*) and has a known owner.

Initials _____

3. Out of compassion for the former owner of the animal I am adopting, I agree to relinquish ownership if the former owner is identified before _____ and takes possession of the animal by _____. The animal’s information will be posted on appropriate websites and remain so until _____.

Initials _____

4. I agree to provide for the physical and emotional needs of this animal while it is in my care, including covering all medical costs (if any).

Initials _____

5. I agree to return this animal to _____ (shelter or rescue named above) if I find I am no longer willing or able to provide a suitable home.

Initials _____

6. I understand that _____ **will not accept the return of this animal.**

Initials _____

7. I agree to comply with all state and local laws pertaining to the care of the animal, including, but not limited to, those requiring vaccinations, registration, and confinement (leash laws).

Initials _____

8. I understand that a _____ Animal Emergency Shelter veterinarian has examined the animal prior to placement. I also understand that this animal may have as yet undetected illnesses or behavioral problems. _____ Animal Emergency Shelter cannot guarantee the health, disposition, or character of this animal.

Initials _____

9. I therefore agree to hold harmless any volunteers, representatives, or agents of _____ Animal Emergency Shelter or _____ (shelter or rescue named above), from loss, damages, injuries or other casualty to any persons, animals or property caused by the placement of this animal in my care.

Initials _____

10. I agree to communicate with the Shelter if there are any changes in my contact info (i.e.- address, phone) _____.

Initials _____

11. I agree not to make any cosmetic changes to this animal until after the adoption is final (de-claw, de-bark, tail-dock, ear-crop, etc.)

Initials _____

12. I agree to spay or neuter this animal. Because this is an owned animal, I agree to wait until after _____ to have the surgery performed. I agree that under NO conditions will the animal be allowed to be bred, regardless of sex.

Initials _____

_____ (shelter or rescue named above) recommends that you have a veterinarian evaluate this animal as soon as possible to check for heartworm and initiate preventative treatment; flea/tick prevention. _____ (shelter or rescue named above) recommends that the animal is checked for an identification microchip and register and provide one if the animal does not have one.

Thank you very much for caring for this hurricane victim in its time of need!

_____ (shelter or rescue named above) agrees to the conditional adoption / fostering of this animal by the Adopter and hereby transfers possession of the animals to the Adopter.

Print Name

Driver's License # / State

Address

Phone

State/Zip

Phone

Adopter's Signature

Email

Shelter Representative Signature

Witness Signature

Shelter Representative Printed Name

ANIMAL DESCRIPTION AND VETERINARY CARE RECORD

Shelter Issues Registration Identification Number: _____

Cage #: _____

Animal Name: _____

Species: Dog or Cat or Other: _____ Breed: _____

Color: _____ Sex: M / F Age: _____ Intact / Neutered

Veterinary instructions:

IMPORTANT INFORMATION FOR FOSTER FAMILIES

We really appreciate your concern for the animals that were the unfortunate victims of _____ (disaster). Both the _____ Emergency Animal Shelter and your local shelter/rescue facility are grateful that you have agreed to foster/adopt one of these pets. We all love these animals too and truly want what is best for them. We also need to do the right thing by trying our best to return these pets to their rightful owners.

Please take a moment to read:

- Both _____ Emergency Animal Shelter and your local shelter thank you for your willingness to provide a loving, stable environment for a pet which has been through a very difficult time.
- Pets from the _____ Emergency Animal Shelter were either brought in by owners who themselves were evacuated or were rescued animals with identification. In some cases owners may be unaware of where their pets have been sheltered and may be desperately seeking them.
- Many pet owners lost everything in the hurricane and have told us that their pets are all that they have left. It is taking a long time for many to relocate and establish a new home. We appreciate your willingness to work with owners who may contact you. _____, has been designated as the last date when owners may reclaim their pets.
- _____ Emergency Animal Shelter continues to make extensive efforts to contact owners of pets. A lack of response does not mean they do not want their animals back. As displaced owners become settled, they may be better able to actively seek to reclaim their pet.
- The _____ Emergency Animal Shelter was a temporary shelter created to meet emergency needs. The pets could not remain there indefinitely and we felt that loving foster/adoptive homes would be in their best interest.
- Petfinder.com is assisting owners in the search for their pets. Pet finder is refining its data sort capability to make it more user-friendly and, hopefully, this will make it easier for owners who are still looking to locate their pets.
- Remember, this animal has been through a traumatic situation and may experience some transitional or long-term effects. It has been separated from its family and environment. It has been sheltered with strange animals and cared for by many new people. It may have traveled many miles to reach your shelter. Please be patient with the pet and give it time to adjust to your home. Your veterinarian can advise you about any concerns you have regarding your pet's adjustment or behavior.
- Please remember, this is an owned animal and continue to use the pet's name if that name is known.

Pre-planning & Response

Questions for Potential Fosters to Ask Owners

What is the health status of your pet? Does it have any chronic health problems? e.g. epilepsy, diabetes, ear infections, etc.

Are there any people or other animals your pet doesn't get along with?

What times does your pet usually get walked and fed?

Does your pet live indoors or outdoors? Has it ever stayed in a crate?

What is your expectation for me to provide for the animal financially? (Some owners may be in dire straights, at least temporarily, so try to be flexible, but clear about your ability to provide for their pet).

Where can I contact you?

Questions for Owners to ask Potential Fosters

Who will be the primary responsible party for my pet?

How often will my animal be left unattended and for how long?

Who else lives in the home and who are the frequent visitors? (For example, if you have a Chihuahua who doesn't like children, be sure that even if there are none living in the home that there aren't any that visit frequently or that the foster understands to keep the child and the Chihuahua separated).

Do you have other pets? Will they be housed together?

Where will my pet be housed? Inside? Outside? Fenced yard? Unfenced yard? Crated? For how long?

Inform fosters of any health issues or other specific needs such as dietary, behavior related, etc.

How much notice will you provide give if you can no longer care for my pet? (We suggest at least 48 hrs.)

If you have pets, who is your veterinarian?

How to Find a Foster Home

INSTRUCTIONS FOR OUR OWNERS

You will need to have web access. If you do not have access to a computer where you are staying, all of the public libraries and or local colleges/ universities in _____ can provide access.



On the Web go to www.petfinder.com

Click on _____

Click on FOSTER MATCH

Click on SHOW ME PEOPLE OFFERING FOSTER HOME

Fill in the form with your details. Be as specific as possible. For location, use the city where your pet is currently located.

Hit SEARCH

You will get a list of foster volunteers. Scroll through the listings until you find a few that match your needs. Some have phone numbers listed. Some have email contacts that you can use if you are on your own computer and have an email address.

You are responsible for making your own foster arrangements. Because we are closing the shelter _____ and will have no physical presence at our shelter after _____ the _____ EMERGENCY ANIMAL SHELTER will be unable to take responsibility for any difficulties you may encounter with the foster arrangements you make, so please take the time to find a really good match for each of your pets!

Pre-planning & Response

Owner– Foster Contract

The owner agrees to the following financial arrangements to offset the costs incurred by the foster guardian for the care of the pet, unless the foster guardian agrees to be responsible for all or a portion of these expenses to further aid the owner in their time of need.

If the pet needs veterinary care, the foster guardian must contact the owner for approval unless the pet is in a life threatening situation. The owner agrees to pay all veterinary costs unless the need for veterinary care is a direct result of negligence on the part of the foster guardian’s actions / or lack thereof.

The owner agrees to provide monies or supplies necessary for the housing, grooming, feeding or other provisions for the care of the pet (i.e. crate, leash/collar, food, bowls, shampoo, etc.)

The owner agrees that if the need for foster care extends beyond the time period agreed upon in this contract the foster guardian will be contacted at least 48 hours before the time specified in this contract and an amendment must be agreed upon at that time.

The owner agrees that if the pet is left unclaimed from the foster for 7 days beyond the time agreed upon in this contract that the animal can be legally considered abandoned and the foster may care for the pet in whatever way they may choose, i.e. claiming ownership for themselves, finding a new home, or relinquishing to a shelter or animal control facility.

The owner agrees to inform the foster guardian of any changes in address or other contact information immediately.

The foster guardian will contact the owner before incurring any expenses not here-to-fore agreed upon, and will be diligent in keeping receipts and records of expenses incurred.

The foster guardian agrees to allow the owner visitation with their pet at the following scheduled times or with prior notice if an unscheduled visitation is desired.

The foster guardian agrees to follow all specific instruction, within reason, by the owner for the care and feeding of the animal, i.e. pet housed inside, administration of medications, special dietary needs, etc.

Specific instructions for the care of this pet:

I, _____, as owner of the animal(s) described below, hereby temporarily release said animal(s) to the custody of _____, foster guardian, for a term of _____ days, beginning _____, 200_ and ending _____, 200_.

I, _____, the foster guardian of the animal(s) described below, agree to house and care for the pet as agreed to in this contract and with the love and the consideration I would give my own pets.

Animal name: _____ Owner name: _____

Microchip #: _____

Description:

S / N / Intact F / M Age: _____ Species: Cat / Dog / Other

Breed: _____ Color: _____

Distinguishing markings: _____

Owner contact info:

Name: _____

Address: _____

Phone: _____ Phone: _____ Email: _____

Contact info. of someone not living with owner who knows how to contact the owner:

Name: _____

Address: _____

Phone: _____ Phone: _____ Email: _____

Foster guardian contact info.:

Name: _____

Address: _____

Phone: _____ Phone: _____ Email: _____

Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

All Animals – All Disasters

Grab and Go

Resource

Section IV

Volunteer Manager

Developing

A

Local Animal All Disaster

Animal Evacuation and Emergency Sheltering

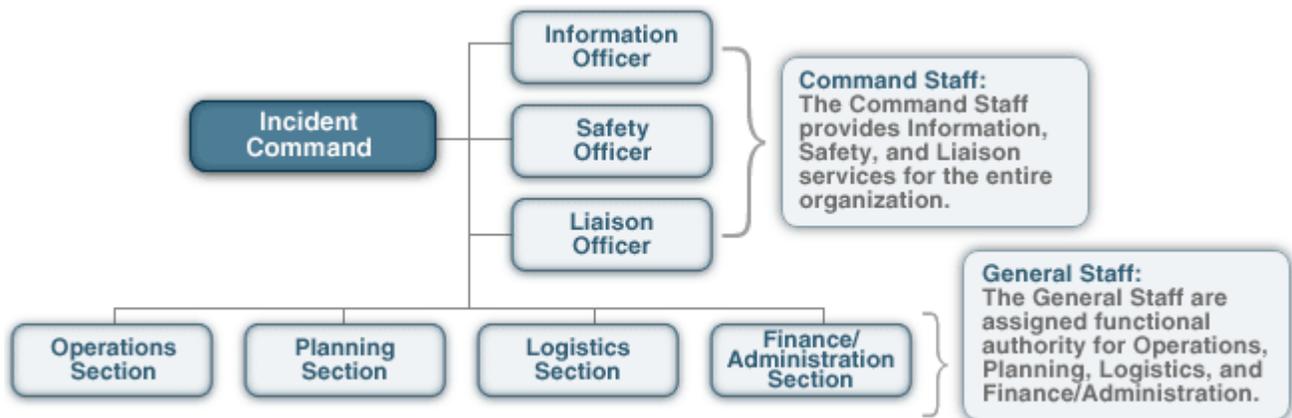
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

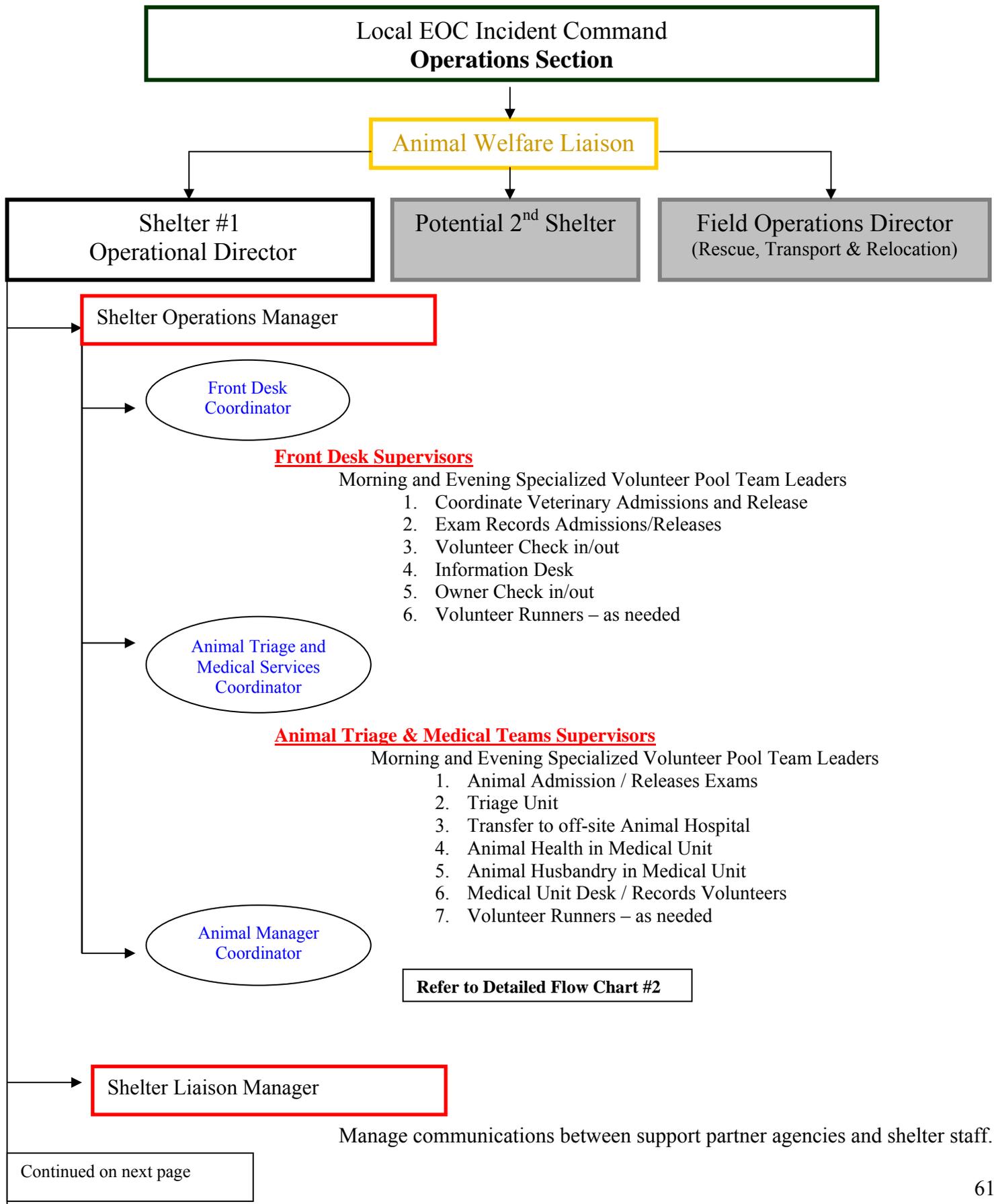
Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Pre-planning

Emergency Animal Shelter Organizational Flow Chart



**Shelter #1
Operational Director**

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

**Adoptions & Fostering
Coordinator**

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance of checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

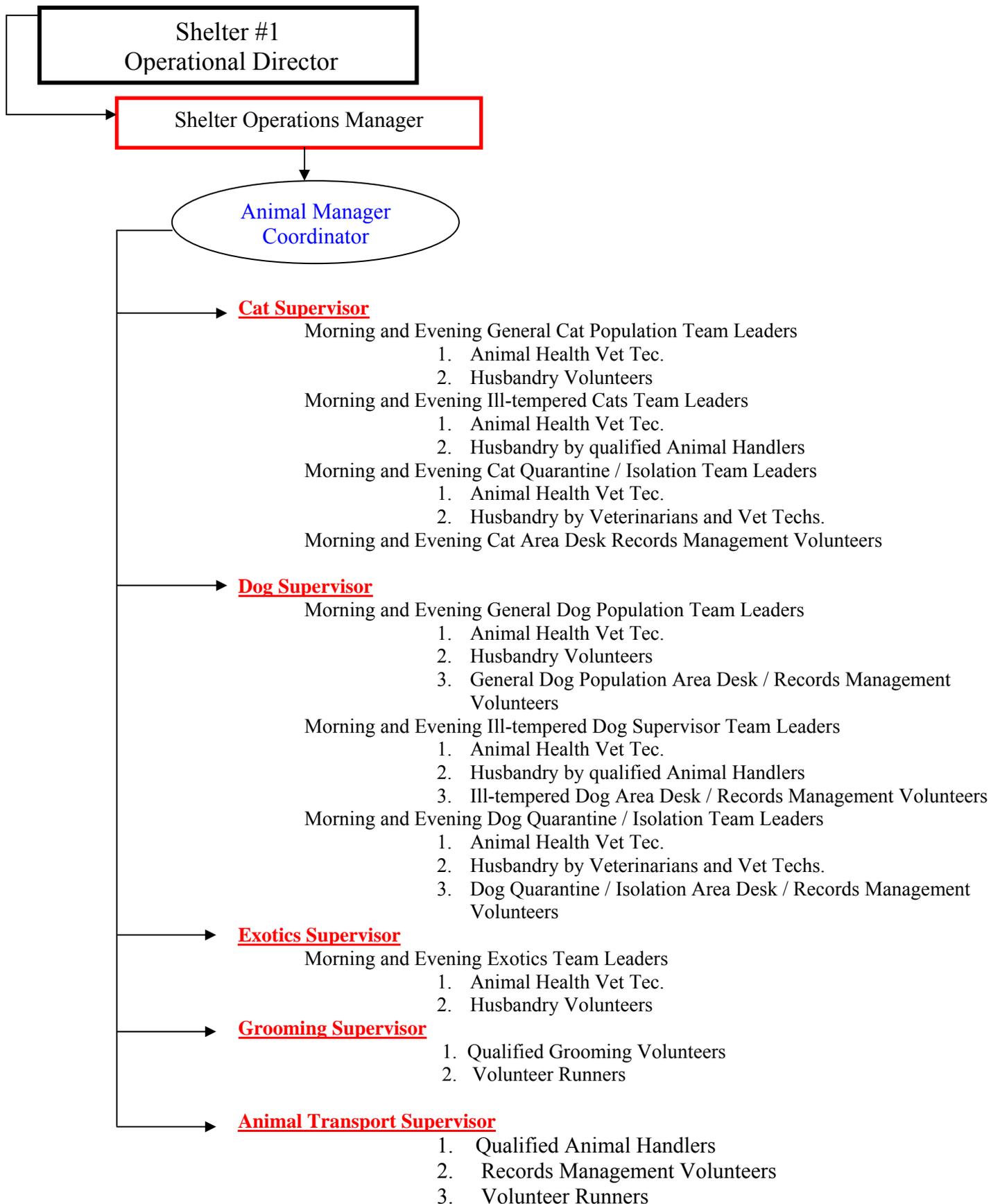
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under "Unknown Owner" and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4)Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

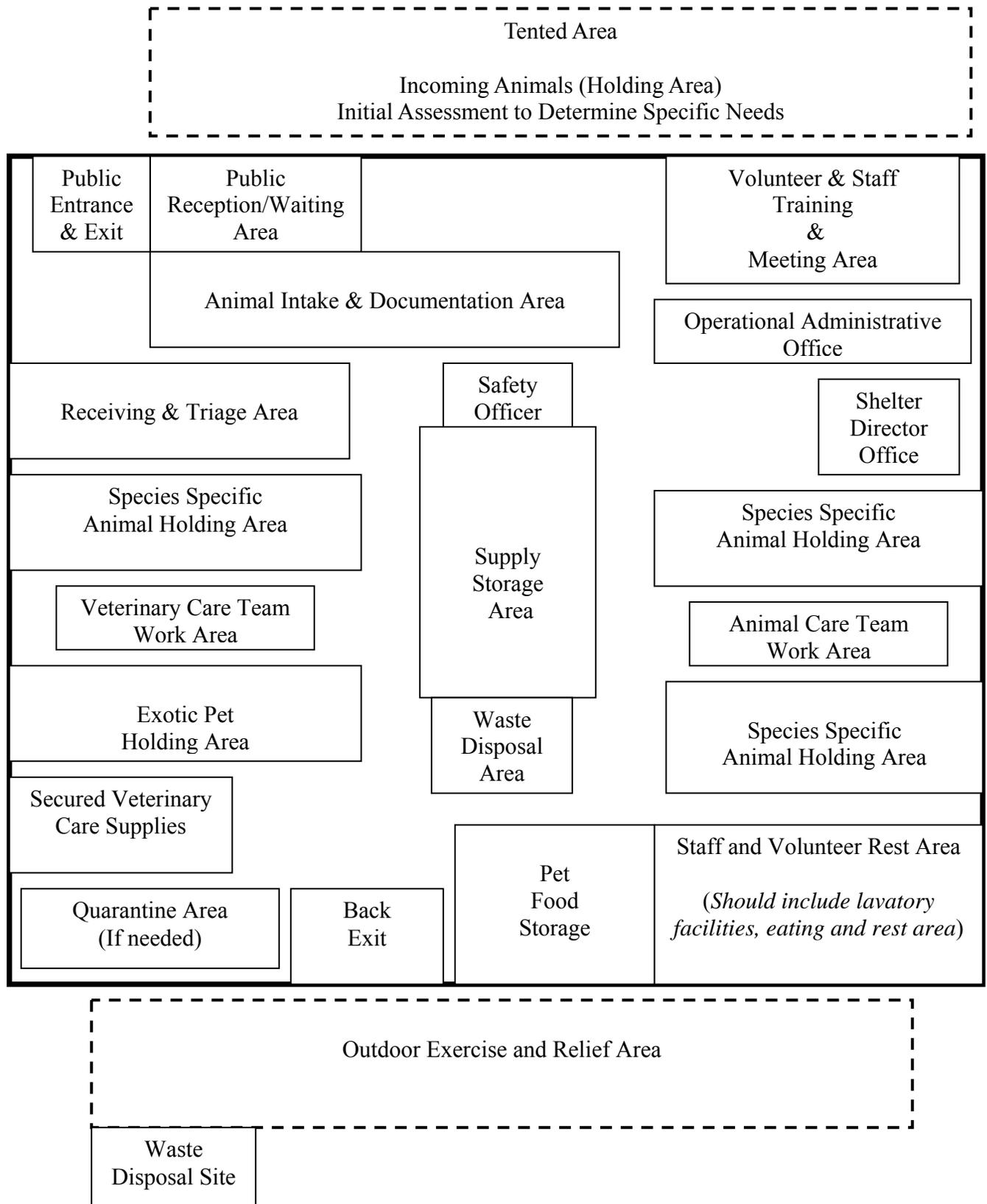
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Pre-planning & Response

Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



The pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage and provide easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged according to species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Affiliated/Pre-Screened Volunteer Contact Information

Name: _____
Address: _____

Affiliated Organization: _____

Phone Number: _____

Emergency Contact: _____

Documented Training and Experience: _____

Vaccinations: _____

Suggested Position and Responsibilities: _____

Cut Along Line

Affiliated/Pre-Screened Volunteer Contact Information

Name: _____

Address: _____

Affiliated Organization: _____

Phone Number: _____

Emergency Contact: _____

Documented Training and Experience: _____

Vaccinations: _____

Emergency Animal Shelter Spontaneous Volunteer Application Form

Date _____

Personal Information

Name:	
Occupation/Title:	
Address:	
City, State, Zip code:	
Telephone Number(s):	
Emergency Telephone Contact Number:	
Email:	
Emergency Contact, Relationship, Phone Number:	
Vaccinations:	

Training, Skills & Experience

Formal Training and Skills:

Other:

Animal Handling Experience:

Volunteer experience:

Activities you wish to perform in disaster situations:

Activities you refuse to perform in disaster situations:

For All Disaster Animal Shelter Office Use Only

Accepted Declined Other

Recommended Placement

Volunteer Applicant Signature: _____ **Date:** _____

ADAS Staff Member Signature: _____ **Date:** _____

Response

**Local Logos or
Organizational Letterhead**

Volunteer Agreement and Release of Liability Waiver

I, _____ hereby acknowledge that I have voluntary offered my assistance in disaster response actions to _____.

I, _____ also acknowledge that working under disaster conditions may be dangerous, and I agree to offer my services and am fully aware of the potential ramifications that might occur due to working in disaster conditions. I fully accept responsibility for all risks of injury and/or death.

I have read this information carefully and fully comprehend the content contained within this document. I am aware that by signing this document I am accepting responsibility for any injury or death that may occur. I have signed this agreement in good faith and of free will.

Volunteer Signature: _____ Date: _____

Witness Signature: _____ Date: _____

Reference: The New Jersey Animal Working Group

Response

Daily Staff Shift Sign-In/Out Log

Date: _____

Name (Please Print)	Affiliation	Time In	Time Out

Response

Staff Identification Badge

<p>Staff</p> <p>Name: _____</p> <p>Title : _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p>Staff</p> <p>Name: _____</p> <p>Title : _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p>Staff</p> <p>Name: _____</p> <p>Title : _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p>Staff</p> <p>Name: _____</p> <p>Title : _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Daily Volunteer Shift Sign-In/Out Log

Date: _____

Name (Please Print)	Affiliation	Time In	Time Out

Response

Volunteer Identification Badge

<p style="text-align: center;">Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p style="text-align: center;">Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p style="text-align: center;">Volunteer</p> <p>Name: _____</p> <p>Title: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Emergency Animal Shelter Visitor Sign-In/Out Log

Date	Time In	Name	Contact #	Animal Visiting	Purpose	Time Out

Response

Emergency Animal Shelter Visitor Identification Pass

<p>Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p>Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>
<p>Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>	<p>Visitor Pass</p> <p>Name: _____</p> <p>Emergency Animal Shelter Name: _____</p> <p>Intent: _____</p> <p>Issued By: _____</p> <p>Date: _____</p>

Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response

Legal issues that should be considered with legal council:

- **MOU agreements.**
 - Does the signer have the authority to enter into such agreements?
 - Subjects such as indemnity, insurance and workers' compensation need to be addressed.
 - Damages, liability and insurance issues involving facility utilization should be taken into account.
- **Volunteer management involving the utilization of spontaneous and/or affiliated volunteers should be examined.**
 - Will they be covered by the Federal Volunteer Act?
 - Liability surrounding volunteer injury and screening.
 - OSHA concerns
 - Labor Laws and how do they apply?
- **Donation management.**
 - Are the donations received designated or undesignated funds?
 - Medication distributed at the emergency shelter should be considered a controlled substance issue (Who has access, who can distribute and security of supplies).
 - Liability as a result of accidental poisoning of the food supply
- **Information regarding state aid and the utilization of outside jurisdictions' facilities, supplies.**
 - These should be researched and the ramifications should be evaluated.
- **Animal intake and documentation.**
 - Should be assessed with regard to contracts or breach of contracts. Also issues concerning the fostering or adopting out of animals.
 - What happens if the animal's documentation is misplaced?
- **Facility management and security.**
 - Issues regarding accommodating individuals with allergies, and public health procedures.
 - Security at the emergency shelter should be solicited to prevent theft of animals.
- **Animal transport**
 - Issues involving the temperature of transport kennel or container, holding period, etc. may create many legal issues.
- **Issues involving the spaying and neutering of animals.**
 - What will be done with known and unclaimed animals?

Other topics that may warrant the utilization of a lawyer when creating or running an emergency animal shelter may include:

- Veterinary Service (liability, insurance, and reimbursement functions).
- Animal Triage and Euthanasia.
- Animal - Owner reunification protocols.
 - What happens if the owner fails to pick up their animal in the agreed upon time period. Property issues should be considered. Should the animal remain or be transferred elsewhere?
- Handling Exotic and Dangerous Animals (damages, liability, and insurance).

All Animals – All Disasters

Grab and Go

Resource

Section IV

Back Office Administration Manager

Developing

A

Local Animal All Disaster

Animal Evacuation and Emergency Sheltering

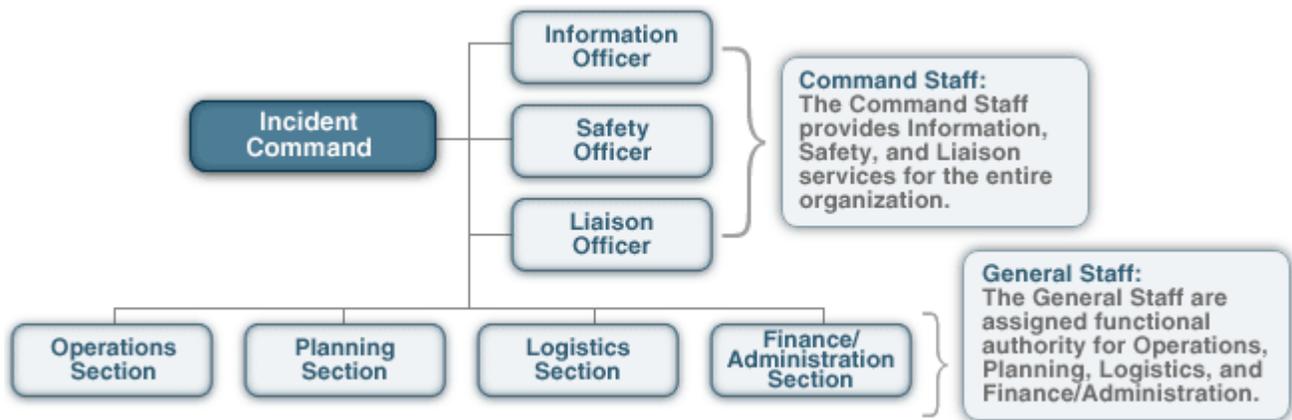
Plan

Mitigation, Preparedness, Response and Recovery

*Developed by the Regional Institute for Community Policing, Springfield, Illinois
Institute of Government and Public Affairs
University of Illinois
Chicago Springfield Urbana-Champaign*

FEMA NIMS/ICS Organizational Flow Chart

Animal Operations Director should fall under the ICS Operations Section.



Reference: FEMA Independent Study Course: IS-100 Introduction to Incident Command System, I-100, <http://training.fema.gov/EMIWeb/IS/IS100CM/ICS01summary.htm>.

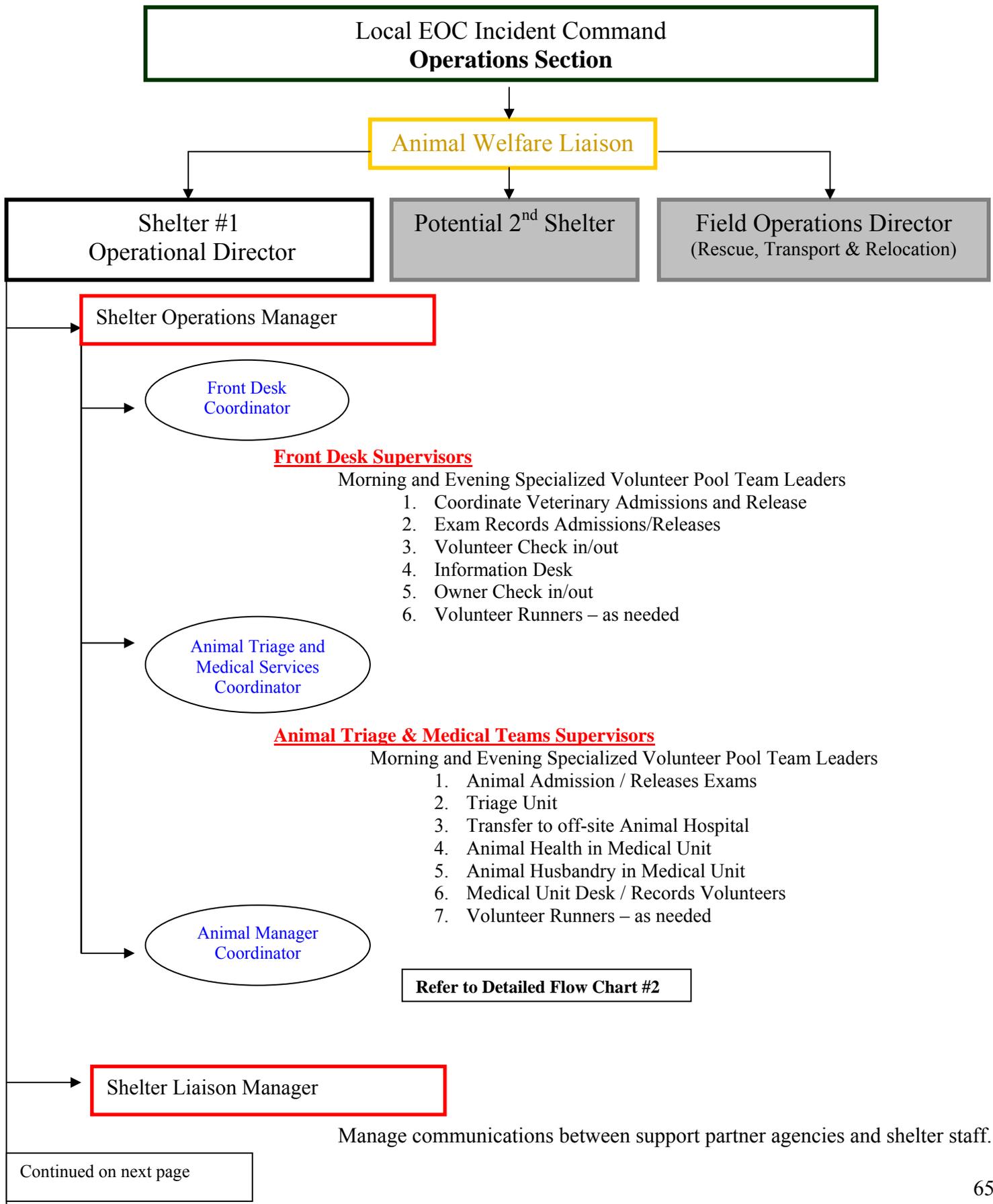
Guidelines for Animal Operations Branch Components under Operations Section

Managers	Oversight Areas
Field Operations	Field Operations Rescue Transport Relocation
Sheltering	Receiving/Reception Isolation Triage Veterinarian clinic Kennel/Shelter Personnel Volunteer Registration Exercise Storage (supplies, food, records, etc.) Other
Other	

Area Managers should appoint additional coordinators responsible for specific functions. Function specific oversight coordinators should be responsible for assembling teams to carry out needed operations, and reporting the status back to the Area Managers.

Pre-planning

Emergency Animal Shelter Organizational Flow Chart



**Shelter #1
Operational Director**

Public Information Officer

Is responsible for circulating information across a variety of medias concerning disaster mitigation, preparedness, response and recovery to the general population of residents as well as member of the EOC through the Animal Welfare Liaison under the Local EOC Incident Command Operations Section.

Supplies and Inventory Manager

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Receiving of donations
2. Procurement and storage of supplies
3. Distribution of supplies and transport of equipment
4. Break down of facility with return of loaded equipment /supplies and distribution of donated feed and supplies

Safety Manager

Safety Coordinator

Safety Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

1. Monitor front desk public area
2. Monitor facility perimeter and each animal section
3. Identify hazards
4. Mitigate hazard exposure to shelter personnel and animals
5. Facilitate Safety Training
6. Enforce shelter rules

Adoptions and Fostering Manager

**Adoptions & Fostering
Coordinator**

Adoptions and Fostering Supervisors

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Manage adoption desk in public area
2. Liaison with local and distant animal shelters
3. Arrange placement of animals relinquished for adoption by their owners
4. Organize and host Adoption- / Foster-day events
5. Develop adoption and fostering contracts appropriate for the situation

Shelter #1
Operational Director

Volunteer Manager

Volunteer Recruitment
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Local Recruitment
2. Non-Local Recruitment
3. Volunteer Screening

Volunteer Training
Coordinator

Morning and Afternoon Specialized Volunteer Pool Team Leaders

1. Standard Operations Education Trainer
2. Policy Education Trainer

Volunteer Management
Coordinator

Day and Evening Specialized Volunteer Pool Team Leaders

1. Volunteer Well Being Monitor
2. Volunteer Placement

Shelter #1
Operational Director

Back Office Administration Manger

Finance
Coordinator

Animal Shelter Finance Supervisor

Day Specialized Volunteers

1. Collection and accounting of financial contribution
2. Maintenance f checking account
3. Maintenance of shelter financial records and accounts payable
4. Maintenance of payroll records
5. Inventory of supplies and major equipment purchased with shelter funds

Webmaster
Coordinator

Animal Shelter Webmaster Supervisor

Morning Specialized Volunteer

1. Maintain and update and informational web site on a daily basis, more often if needed. (*Ideally someone who can work on this as his/her primary duty for the duration of the shelter being open.*)

Informational
Technology
Coordinator

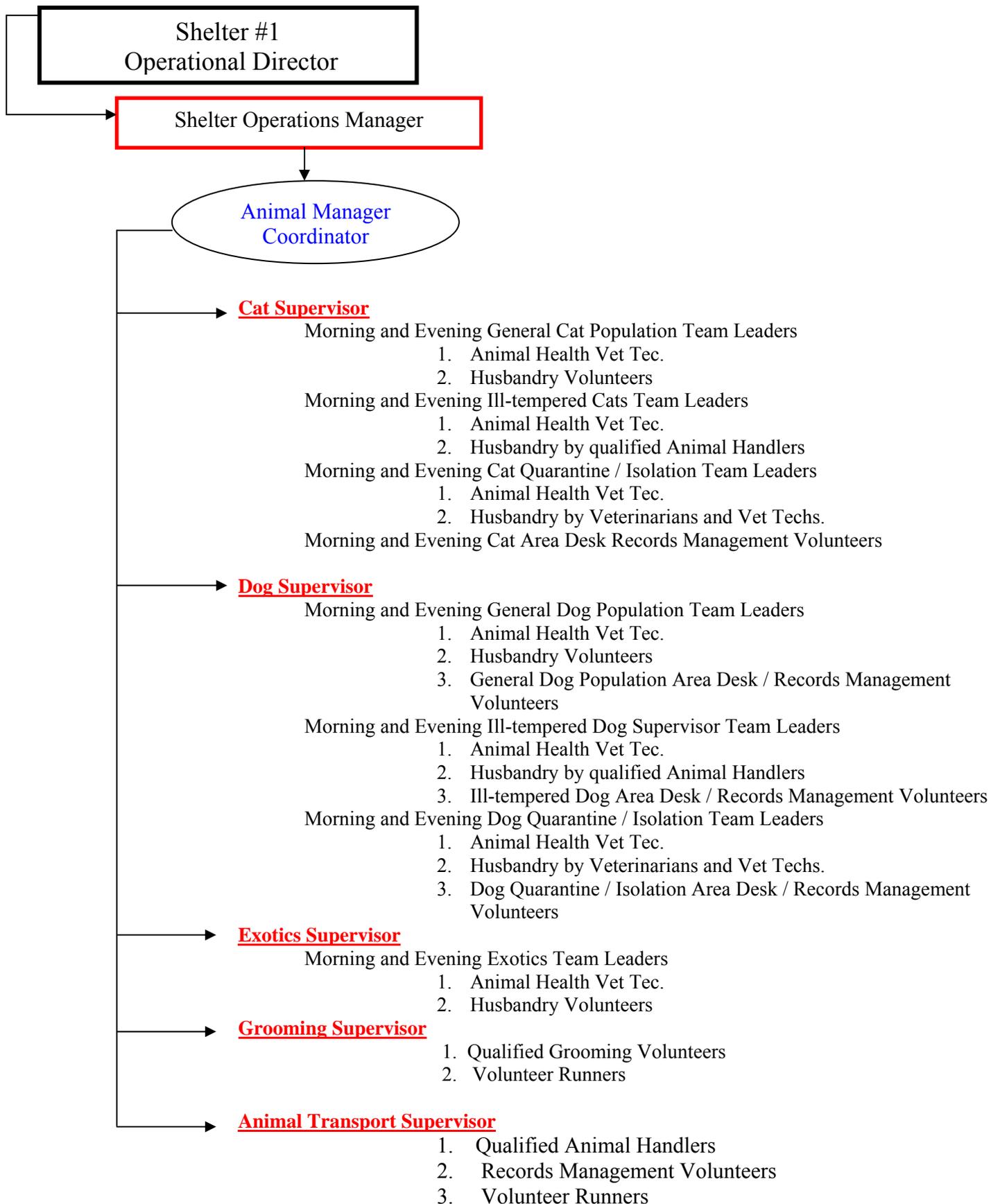
Animal Shelter Records Supervisors

Morning and Evening Specialized Volunteer Pool Team Leaders

The number and type of volunteer staff should be determined by the size of the shelter. Initially, there may be a need for an increased number of personnel to deal with the initial influx of animals. Volunteers are charged with tracking the arrival of an animal to the shelter, its movement throughout t the facility and its disposition upon leaving the shelter; establishing and maintaining organized records in hard copy and digital formats.

1. Data entry
2. Filing
3. Record Modification
4. Digital Images
5. Preparation of Reports
6. Volunteers Runners to gather and transport information to different shelter sections as needed.

Detailed Flow Chart #2



Emergency Animal Shelter Suggested Job / Position Descriptions and Functions

Reference Organizational Flow Chart

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

The following descriptions should be utilized in conjunction with the Organizational Flow Chart (Attachment 52 and 53). Depending on staffing expectations multiple jobs/titles may be delegated to the same person. However, for the purpose of this document jobs are broken apart to reflect maximum staffing levels. Additionally, the number of members on a team will be directly related to the size of the shelter and the proportion of owners caring for their animals.

Emergency Animal Shelter Operational Director

Has general oversight over all aspects of the shelter's operations, working directly with the Field Operations Director, who oversees rescue, transport and relocation of animals and the Animal Welfare Liaison, who is a member of the local Incident Command Team. The Emergency Animal Shelter Operational Director is the incident commander of the emergency shelter and can also act as the Public Information Officer. The position has direct oversight of the Management Support Team consisting of the Shelter Operations Manager, Shelter Liaison Manager, Public Information Officer, Supplies and Inventory Manager, Safety Manager, Adoptions and Fostering Manager, Volunteer Manager and the Back Office Administration Manager.

All staff should be pre-authorized LAERT members with proper training and credentials

Management Support Team

The Management Support Team provides support to the Emergency Animal Shelter Operational Director in logistics, staffing and scheduling, volunteer oversight and training, animal care, etc. The Management Support Team must assure that the welfare of all workers is considered. If at all possible, a break area should be provided preferably away from the work area. Drinks, snacks, restroom and hand-washing facilities should be provided. Management should watch that personnel do not suffer burnout or undue stress. All accidents must be reported immediately to the Shelter Operations Manager, the Safety Manager and the Operational Director. All management support team functions may be separated or combined according to the size and scope of the shelter and disaster.

Shelter Operations Manager

The Shelter Operations Manager directly supervises the Front Desk Coordinator, Animal Triage / Medical Services Coordinator and the Animal Manager Coordinator. The Shelter Operations Manager may also serve as the PIO. In cooperation with the Back Office Administration Manager should maintain current emergency contact information for staff. They report directly to the Shelter Operational Director.

Additional responsibilities

- Oversee staff and shift scheduling and evaluations for staff and volunteers that report directly to them.
- Coordinate veterinary admissions and release for animals.
- Manage front desk areas: information desk, volunteer check in/out, admissions and releases, owner check in/out.
- General oversight of animal health in all units, including animal husbandry, grooming and records.

- Assist the Volunteer Manager with positive recognition of volunteers' efforts.
- Observe worker respite and coordinate mental health services for staff and volunteers if needed.
- Collect and organize daily shift reports and ensure receipt of report by Back Office Administration.
- Work in cooperation with the Supplies and Inventory Manager and the Back Office Administration Manager to maintain necessary supplies and equipment for the shelter to function properly and oversee the distribution of supplies and equipment to needed areas.
- Directly supervise and actively assist the Volunteer Coordinator with Volunteer Team Management (See Volunteer Teams' description).

Shelter Liaison Manager

This individual is responsible for managing communications between support partners agencies and shelter staff. Major support partners would include but not limited to governmental partners: United States Public Health Service, United States Department of Agriculture, Federal Emergency Management Agency, the National Guard, State and Federal Department of Agriculture, also non-governmental partners: American Kennel Council, American Humane Association, American Veterinary Medical Association, Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare, National Animal Control Association, The American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, The Humane Society of the United States, The Society of Animal Welfare Administrators, United Animal Nations, as well as others.

Public Information Officer (PIO)

Coordinates and oversees the flow of information between the local Emergency Operation Center Incident Command to the Shelter Operational Director. This position is responsible for the dissemination of information to community residents concerning the emergency animal shelter and should provide periodic situation reports and updates throughout the duration of the incident. They report directly to the Shelter Operational Director.

Supplies and Inventory Manager

The Supplies and Inventory Manager oversees all donations and supplies coming into the shelter and the distribution to appropriate areas. As much as possible should maintain a consistent, stable volunteer workforce with the same key people each day. This will provide more control over supplies and equipment and reduce the likelihood of pilfering. Pre-planning for this position will better decrease becoming overwhelmed with supply requests, arranging purchases and processing solicited and unsolicited donations. The Supplies and Inventory Manager is a key position during the break down of the facility, returning loaned equipment / supplies and distribution or storage of donated feed and supplies. They should keep updated records and send daily reports to the Back Office Administration Manager.

Safety Manager

This position oversees the general security for the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. They should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should post and enforce all shelter regulations, and send daily reports to Back Office Administration. They should communicate with other Management Support Team members to address any safety issues. They oversee the Safety Coordinator and the Safety Supervisor who works with the safety team volunteer pool. This position reports directly to the Shelter Operational Director.

Pre-planning & Response

Adoptions and Fostering Manager

Manage the adoption desk which should be located in a quiet room for telephone communications and act as the liaison with local and distant animal shelters. They arrange placement of animals relinquished for adoption by their owners and organize and host Adoption / Foster Day events. They are responsible for developing adoption and fostering contracts appropriate for the situation including all necessary documentation. They will work with the Animal Manager Coordinator and the Transportation Supervisor in transporting of animals who are being transfer from the shelter as a result of distant adoption or fostering. They should communicate with other Management Support Team members and file all necessary reports with the Back Office Administration Manager.

Volunteer Manager

The Volunteer Manager is responsible for all volunteer activities through the Volunteer Recruitment Coordinator, the Volunteer Training Coordinator and the Volunteer Management Coordinator. This position oversees all local, non-local volunteer recruitment and volunteer screening. The Volunteer Manager directs volunteer credentialing, hiring, orientation and on-site-training. Spontaneous volunteers should be referred to registration and will need to complete the Volunteer Application Release of Liability Forms (Attachment 118). The Volunteer Manager needs to approve the potential volunteers for service as determined by volunteer ability, credentialing and shelter need prior to ANY services performed. All volunteers should understand their job descriptions and be provided with a volunteer manual which outlines all shelter rules, procedures and protocols. The Volunteer Manager is charged with training all volunteers in standard operations and shelter policies through qualified educational trainers. The Volunteer Manager should communicate with other members of the Management Team to fill their needs with qualified volunteers and develop a volunteer schedule to meet the needs of the emergency animal shelter. The Volunteer Manager should monitor the well being of all volunteers. The Volunteer Manager in cooperation with the Back Office Administration Manager should maintain current emergency contact information for volunteers and file all necessary reports with the Back Office Administration Manager.

Back Office Administration Manager

The Back Office Administration Manager oversees all behind the scenes action through the Finance Coordinator, Webmaster Coordinator and the Informational Technology Coordinator and volunteer teams. They are responsible for compiling, collating, updating, protecting and storing ALL emergency animal shelter paperwork and reports generated by the various teams, including information on volunteers and their credentials. They monitor completeness of forms, requests and reports; seeking corrections from the appropriate manager when necessary.

They assist with on-site inventory, control of supplies and equipment, provide the Director and managers with administrative assistance, assist the director with all expenditures for the shelter and maintain accurate fiscal records differentiating between designated and undesignated donations. They oversee the Back Office Administration Support Volunteer Team, work closely with the Shelter Operations Manager and report directly to the Shelter Operational Director.

Management Support Coordinators

Management Support Coordinators provide support to the various shelter managers in order to successfully perform vital emergency animal shelter operations. These functions can be separated or broken down into individual delegation, according to the size and scope of the shelter and disaster. Coordinators will appoint and monitor the functions of Volunteer Teams Leaders, who carry out vital day-to-day functions.

Font Desk Coordinator

The Front Desk Coordinator oversees the Front Desk Supervisors, on each shift, who work with the volunteer pool team leaders. They coordinate veterinary admissions medical exams and releases, complete admissions and release records. They monitor the volunteer check in/out, public information desk, owner check in/out and direct volunteer runners as needed throughout the shelter. They act as the “Gate Keeper” to the shelter.

Animal Triage and Medical Services Coordinator

They coordinate with the Veterinary Animal Triage and Medical Teams who provide the animal care initial health assessment for each animal admitted, consults with Veterinary Animal Triage and Medical Teams and Animal Care Volunteers on animals’ health and medication needs and disposition. They monitor veterinarian supplies and make requests to the Shelter Operations Manager to obtain items when needed. They oversee the specialized volunteer team. They are responsible for medical supplies and equipment inventory and records information. They provide the Shelter Operations Manager with records for review and submission to the Back Office Administration Manager.

Animal Manager Coordinator

This position is responsible for overseeing the general care of animals and related documentation. They should ensure proper procedures are utilized at all times and photo identification of all animals is secured. They monitor basic animal husbandry (feeding and watering), sanitation of kennels and animal exercising. The Animal Manager Coordinator is responsible for working with animal triage and specialized veterinary medical care. In cooperation with the Shelter Operation Manager and the Safety Manager, the Animal Manager Coordinator will oversee the proper handling and disposition of animal waste and carcasses. They are responsible for ensuring all animal registration, relocation and care reports and documentation is received by the Back Office Administration. They arrange on-call scheduling with community and state/federal veterinarians and supervise pharmacy supplies.

Additional responsibilities

- Processes and approves admissions and release of all animals.
- Assists the Volunteer Coordinator with training volunteers in animal care and orientation of new staff.
- Check supply request list daily and forward to the Shelter Operations Manager.
- Manages qualified grooming volunteers.
- Oversees animal transports and all required documentation
- Inspects barns and animal housing areas for sanitation, proper feeding and humane care.
- Check all barns, kennels, cages, building and animal corrals prior to leaving the shelter.
- Notes animal needs or issues communications prior to leaving the fairgrounds, livestock facility or companion animal emergency animal shelter.
- Assists the Volunteer Coordinator with scheduling volunteers.
- Attends emergency shelter briefings and reports updated information.
- Works closely with the Veterinary Triage and Medical Team and Volunteer Coordinator.

Safety Coordinator

The Safety Coordinator oversees the Safety Supervisors on each shift who work with the volunteer pool team leaders. The Safety Coordinator oversees the monitoring of the front desk public area, the facility perimeter and each animal section. They should provide the training to safety team volunteers in identifying hazards and mitigating hazard exposure to shelter personnel and animals. They enforce shelter rules and policies during each shift. They take all reports dealing with animal bites and other injuries and incidents, reporting to the Safety Manager promptly.

Adoption and Fostering Coordinator

The Adoption and Fostering Coordinator oversees the volunteer pool team leaders who manage the adoption desk. This position assists the Adoptions and Fostering Manager operate as the liaison with local and distant animal shelters with arrangements for placement of animals relinquished for adoption by their owners. They should be familiar with local adoption procedures and know how to look for red flags in the adoption process. It is best if volunteers work in pairs so one is always manning the adoption desk while the other takes a potential adopter through the animal release process.

Volunteer Recruitment Coordinator

This position oversees all local, and non-local volunteer recruitment volunteer screening and confirmation of volunteer credentials.

Volunteer Training Coordinator

They arrange for volunteer orientations and training. The Volunteer Training Coordinator should continually cross-train volunteers at every opportunity.

Volunteer Management Coordinator

They are ultimately tasked with developing the volunteer personnel shift work schedules to fit the demands of the shelter operations. They have direct supervision of the Volunteer Team Leaders (See Volunteer Teams' description) and monitor the quality of work by the volunteers. They should immediately address any problems. They produce daily shift reports that reflect the activities of the day and provide them to the Volunteer Manager. They ensure each volunteer is wearing appropriate identification and is trained appropriately in the duties assigned. They will enforce shelter rules as it relates to volunteer actions and provide a standard grievance procedure. They should check completion of all routine volunteer shift responsibilities of cleaning, feeding, updating of kennel cards and general care of animals prior to leaving and report to the Volunteer Manager any updates. They should report any injuries or problems with volunteers or animals to the Volunteer Manager. In conjunction with the Management Team they are responsible for positive recognition of volunteers' efforts.

Finance Coordinator

The Finance Coordinator under the supervision of the Back Office Administration Manager will coordinate specialized volunteers in the collection and accounting of financial contribution, maintenance of checking accounts and other shelter financial records. This shelter accounting officer position should have experience in financial record keeping and business management to maintain daily accounts, as well as an in-depth practical knowledge of using spreadsheets. This should be a full-time position. Honest and pleasant volunteers should man the reception area to accept and record financial contributions. The Finance Coordinator will also oversee secretarial support to log in and acknowledge charitable contributions to the shelter and assist with maintenance of fiscal records.

Webmaster Coordinator

The Webmaster Coordinator is to maintain and update a website on at least a daily basis. Daily information would include news bulletins on what is happening at the shelter and provide how the public can contact the shelter, check to see if a pet is in the shelter and how to arrange for leaving a pet at the shelter. Working with the Donations and Supplies Coordinator, would provide information for potential donors on supplies needed, how to send material donations, and where to send monetary donations and their specific designation. Preferable monetary donations would be an interactive form set up to accept credit cards. Information would be provided to the public on volunteering, including required qualification, ages, hours/shifts to be worked and kinds of animals to be worked with.

Informational Technology Coordinator

This key position will maintain all shelter records and oversee a specialized pool of volunteers who will assist in keeping animal information updated. They will make sure each animal in the shelter has its own file in a hard copy form and an electronic version. They will maintain the files in an easily accessible manner, such as, list all files in alphabetical order by last name of owner. If an owner has more than one animal, each animal should still have its own file. Then arranged and file by shelter identification number. If an animal is unknown in origin then it should be filed under "Unknown Owner" and then filed by the shelter identification number.

The Information Technology Coordinator should maintain all electronic copies of the forms, administration working forms, handouts, labels, letters, daily operational reports, requests, signage, situation reports, census reports, standard operation procedures so when requested may be generated quickly. Naming digital files should be give pre-planning consideration as training will need to be developed for volunteers.

Donations and Supplies Coordinator

The Donations and Supplies Coordinator is supervised by the Shelter Operations Manager and works closely with the Back Office Administration Manager. They will coordinate inventory, shipment, storage and distribution of supplies and equipment that can be used for humans and animals. Prior to accepting donations they must receive approval from the Shelter Operational Director or the Shelter Operations Manager. Prior to accepting purchased supplies they must receive approval from the Shelter Operational Director, the Shelter Operations Manager or the Back Office Administration Manager. When necessary they should arrange for off-site storage facilities for large shipments. They should attend emergency shelter briefings and report updated information. They oversee the Donations and Supply Team.

Volunteer Teams

Special note: All people handling animals must have proof of current vaccinations (Rabies, Tetanus, and Hepatitis). Those without vaccinations will need to be placed in other roles / responsibilities. The only exception to this is the owner/agent handling their animal.

These teams should function during each shift of the shelter. The number of members on a team may vary according to size of shelter, the shift and incident.

Animal Triage and Medical Teams

(1) Veterinarian and (1-2) Veterinary Technicians – Responds to the health care needs of the shelter animals.

(1) Animal Triage Person – Stationed near the entrance of the shelter to perform a quick visual of all animals about to enter the shelter, right before Animal Registration, to see if there are any ill or injured animals requiring designated immediate first aid or veterinary attention. The latter are immediately referred to the veterinary or clinic area.

(1-2) Animal Handlers – Take registered owner, animal, triage paperwork and any medications directly to the veterinary or clinic area. **Owner must sign liability waiver prior to any medical treatment being administered.** Owner should complete registration while their animal is being treated. Once medical treatment is complete Animal Handlers will take the animal to the assigned kennel, cage, stall, etc. within the designated veterinary or clinic area. Once the animal is demeaned by veterinarian or veterinary technicians recovered enough to move to general population holding area Animal Handlers will transfer animals to new kennel, cage, stall, etc. along with kennel card and other documentation. Also assists with animal exercise and relief.

(1-2) Animal Husbandry Workers: Provide water/food for shelter animals located in designated veterinary or clinic area in a systematic and organized, scheduled manner, and document animal kennel cards. If owners are not able to give medications to their sheltered pets, the Animal Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on appropriate kennel cards.

(1-2) Animal Care Workers: Cleaners - Provides clean cages/kennels/stalls by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

General Animal Care Teams

(1) Specialized Team Leader - Organizes and assigns the shift work related to all animal needs in the general population emergency animal shelter, develops the schedules for feeding, watering, cage-cleaning, animal relief and exercise. The Team Leader provides general oversight to their Animal Care Team under the direction of the Animal Medical Care Coordinator and Animal Care Manager.

(2-4) Animal Handlers – Take registered animal, paperwork and food/supplies/medications directly to an assigned kennel, cage, stall, etc. Attach kennel card to cage. Also assists with animal exercise and relief.

(2-4) Animal Husbandry Workers - Provide for all registered shelter animals proper food and water in a systematic and organized, scheduled manner, and documents on animal cage cards. If owners are not able to give medications to their sheltered pets, the Husbandry Worker will perform this duty, documenting times and kinds of medications given to the animals on each pet's kennel cards under the supervision of the veterinarian or veterinary technicians.

(2-4) Animal Care Workers: Cleaners – Provides clean cages/kennels/stall by removing soiled bedding and cleaning / disinfecting individual housing units, and then replenishing them with clean bedding materials. When workers perform this duty they need to document kennel cards. They must work in an organized, scheduled manner that is coordinated with the Animal Husbandry Workers and Animal Handlers.

Daily Shelter Operations Team

(2-3) Runners – Provides movement of supplies and equipment to needed areas upon request. Runners may be assigned by a manager or coordinator to assist in specific areas under the direction of other team members.

(2-3) Back Office Administration Support – Provides general support to the Back Office Administration Manager under the direction of the Finance Coordinator, Informational Technology Coordinator probably with record keeping, data entry, making digital images, filing and / or inventory supply.

(3-4)Front Desk Animal Registration / In-take – These volunteers need to be detailed, orientated, and possess an over abundance of patience as they work with individuals. They are usually the first who interact with the individual in a very stressful situation. They should ensure that proper signage is in place to provide guidance to individuals as they begin the registration process. They ensure registration forms are filled out properly and completely, assign shelter issued registration identification number and holding kennel number/location. Record numbers on 1) registration form, 2) temporary animal neckband and 3) Owner wristband. Properly secure neckband on animal and wristband on owner. Provide shelter instruction individually during registration process and have them sign off to acknowledge their agreement and understanding of shelter rules, policies, procedures and owner responsibilities.

(1-2) Front Desk Photographers – Take pictures of owner with animals. Properly secure one picture on kennel card and one picture on registration form. File registration form to be retrieved by Back Office Administration Support and store securely. Place Kennel Card with picture inside plastic covering to be attached to outside of kennel once animal is placed inside kennel either by owner or an Animal Handler team member.

Shelter Safety Team

(2-3) Code Enforcement Officers – Under the direction of the Safety Manager and the Safety Coordinator the Safety Shift Supervisors and the Code Enforcement Officers oversee the general security of the emergency animal shelter facility, staff and volunteers. They are responsible for protecting animals and people and providing order in the shelter. During each shift they should examine and secure the perimeter of the shelter, closing breaches to avoid possible animal escape. They monitor the flow of individuals who enter and exit the shelter, ensuring proper procedures are followed and proper identification is worn by all individuals. They should ensure all appropriate signage is posted so all can see; depending on the need this may mean signs are bi-lingual. They enforce all shelter regulations (including those pertaining to the security of medications used by the veterinarians), and send daily shift reports to the Safety Manager.

Set-up and Break-down Teams

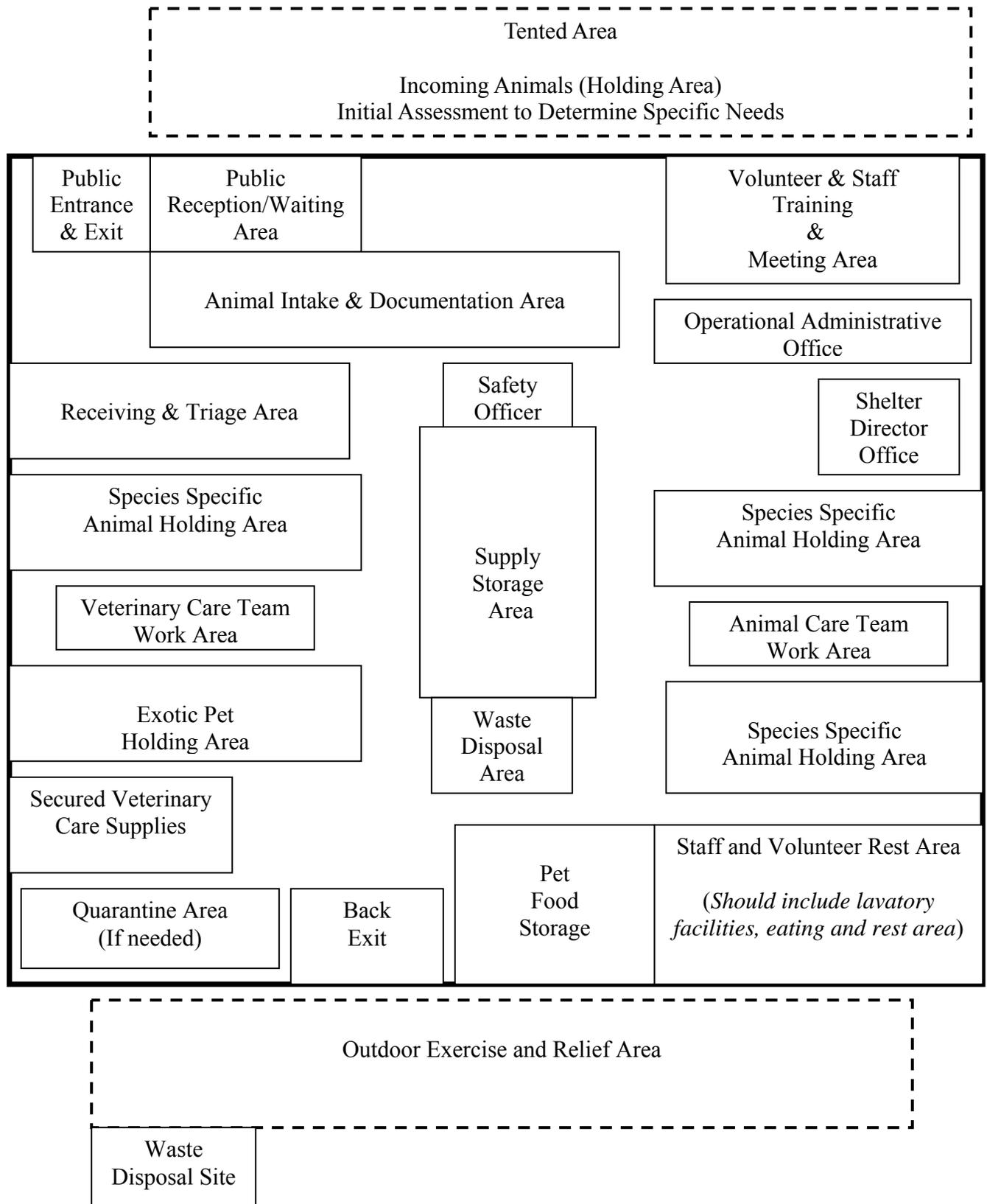
These teams are usually comprised of staff and pre-screened volunteers. Most of who will serve in other capacities during shelter activation. However, it is very important that during the pre-planning process it is predetermined who will assist in the set-up of the facility and ultimately the break-down/clean up.

Set up - will vary according to type of shelter; shared people/animal space, same location/separate area, separate building/varying distances, temporary animal shelter and large animal/livestock (Attachment 53 & 54). Ideally, there will be a hands-on-practice exercise, with some animals included, of the pre-planned activation of an emergency animal shelter. This will allow key personnel and pre-screened volunteers to learn through first-hand experience.

Break-down - again pre-planning who will assist with this prior to the activation of the emergency animal shelter is key, otherwise only a few staff are left with a large job to complete. During deactivation organize animal movement and records, inventory non-perishable supplies and store for future use, appropriately donate or dispose of perishable supplies, clean facility, securely store all paperwork for future reference and debriefing.

Emergency Animal Shelter Floor Layout

Should be completed during the pre-planning phase after shelter location has been determined



Pre-planning & Response

Emergency Animal Shelter Floor Layout LOGISTICS

Emergency animal shelters may or may not be just a brick and mortar building. It is very likely to entirely be constructed from tents, tarps or a combination of both. It may be located in a parking garage, on fair grounds, under a pavilion, or along school hallways. Emergency animal shelters may be set-up in conjunction with human shelters (*co-sheltering*) where owners play an active role in their own animals care or they could be geographically separated. There may be multiple emergency animal shelters within one community severing different animal populations. Example: By species, known or unknown and farm animals or exotics. It is important to pre-determine what will work best for your community and to review FEMA's current policy for seeking reimbursement.

Attachment 54 is a suggested floor plan to provide emergency shelter for household pets, defined by FEMA as domesticated animals, traditionally a dog, cat, bird, rabbit, rodent or turtle. The floor plan will need to be adapted to fit the proposed facility. **One of the most important elements is to make all effort to separate species by area to reduce stress on animals.** Additionally, consideration should be given to restrict the general public's access to the entire shelter and provide locked storage for veterinary care supplies and medications for security purposes.

Other Considerations:

- Design the Area Layout Plan for basic area requirements (Draw out floor-plan once site/s has been determined during the planning process)
- Examine PERIMETER and close breaches to avoid animal escapes
- Layout Incoming Animal Registration under a tent/tarp
- Vet Team Area must be inside a tented or enclosed area

Holding Areas

Set up under tarps where possible

Rope off areas with different colored rope and/or Signage to define boundaries:

EXAMPLE:

- FELINE - OWNED, PROOF OF INOCULATION
- FELINE - OWNED, NO PROOF OF INOCULATION
- FELINE - UNKNOWN
- CANINE - OWNED, PROOF OF INOCULATION
- CANINE - OWNED, NO PROOF OF INOCULATION
- CANINE - UNKNOWN

Set up Transfer Areas inside tent if possible -

Set aside elimination area for dogs (either outside or indoor with plastic sheeting taped to floor)

Reference: New Jersey Animal Working Group

Marion County Florida, 2004 Pet Friendly Emergency Shelter.



School hallway and adjacent rooms will be used for animal sheltering area.



The pre-planned delivery truck arriving for unloading and emergency animal shelter set up.



Trailer unloaded and ready to assemble cages



Lining hallways with disposals plastic sheeting to mitigate damage and provide easier cleanup



Laying rubber runner on top of plastic to help mitigate slippage and possible injuries



Beginning to set up cages according to the schematics developed during pre-planning.



Cages arranged according to species and special needs. This smaller class room is used for cats



Individuals evacuating to the shelter have an area to bring their companion animals to.





Initial intake and evaluation set up outside.



Pets and owners identified on cage card.



Owners caring for their own animals





Notice owners' identification wrist band to match their animals' identification collar



Birds, rabbits, ferrets, guinea pigs & hamsters emergency sheltering area



Shelter deactivation



Tear down and clean up upon shelter deactivation

With pre-planning and working in partnership a community can provide secure and safe emergency sheltering for humans and their companion animals.



Daily Supply Receipt Form

Date: _____

Delivery Date	Item Description	Item Status: (Donated or Purchased)	Intent for Donation (Designated or Undesignated)	Vendor or Donor	Vendor or Donor Contact Information	Receiver Signature/Date

Completed and maintained by Back Office Administration Manager

Response

In-Field Animal **Tag SOG**

Purpose:

- To ID the animal in case the animal's paperwork is misplaced.
- ID an owned animal in the event an owner and animal are separated before paperwork is completed.

Attach In-Field tags

to:

- The outside of transport crates.
- Collars of animal not crated.
- Deceased animals where possible if transporting.

The In-field animal tag should be printed on Avery labels and placed on Blank Key Tags with the wire attached.

The key tags should be filled out by the field rescue team and attached to the animal before transport.

Response

In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

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In Field Animal Tag

Date: _____ Time: _____

Rescuer's Name: _____

Location of Animal Pickup: _____

Description of Animal: _____

Male Female Collar: Yes No Type/Color: _____

Owner's Name: _____

Animal's Name: _____

Rev. 11/2006

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NOTICE SOG

Purpose: This poster is used to notify a property owner that their animal(s) have been removed from the property and where they can find them.

The Notice poster should be printed on bright attention-grabbing colors

Some colors that work best are:

1. Bright Blue
2. Lime Green
3. Orange
4. Other Neon Colors

Rescue teams must make sure they fill out the form

- with:**
1. A good description of all animals removed
 2. Date the animals were removed
 3. The name of the organization the rescue team is affiliated
 4. Animal shelter location
 5. The best phone number, If available, for owners to follow up on their animals

Note:

*****Field rescue team members should never put their own contact information on this form, only their parent organization information.

Process:

1. This form should be filled out and posted at all entrances to the property or home.
2. At least two of the forms should be placed by front and back doors
3. Forms should be placed in zip lock plastic bags to protect them from the elements and duct taped to the building.

Response

NOTICE

THE FOLLOWING ANIMAL(S)

WERE RESCUED FROM THIS PROPERTY

ON _____ BY _____

TO RECLAIM, VISIT THE FOLLOWING LOCATION

OR CALL _____

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Request for Animal Rescue Form SOG

Purpose: To document requests for animal rescue.

Process: Volunteers must be sure to print their name, date and time, and location for follow-up as necessary.

2. This form should be printed in duplicate copy if not an NCR form:
 - One stays in the master form file.
 - One goes with the field rescue team.
3. Never assign more than five animals to each form. Keep multiple forms together for a single property; they will be assigned to one team.
4. Intake Volunteers should never promise when a rescue will be attempted. Inform the Reporting Party (RP) that:
 - Requests are forwarded the Animal Rescue Group/Branch.
 - RPs will be contacted if field rescue teams determine a result.

Priority Status

- Urgent – the animal is in a life-threatening situation, without food or water for several days.
- 2 Day – the animal needs attention but it is not in danger.
- 3 Day – the animal is known to be safe but needs to be reunited with owner.

Note: Intake volunteer should use sound judgment to determine an animal's priority status while interviewing the RP. When in doubt, sooner is always better.

Reporting Party

Requests may be received from the owner, a second party, or other animal agency:

- Request should come from the owner, if possible
- Request should be given in-person, if possible, to obtain a signature.
- Only the owner or tenant may give legal permission to enter a property.
- Must have complete and current contact information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animals to be Rescued

Complete information is important for rescue teams as well as owners. It helps the rescue teams identify:

- The correct animal(s).
- Safety issues.
- Equipment needs.

Animal Location

Complete location information is important for rescue teams. Include:

- Landmark directions to the property as street signs may be down.
- Any hiding spots that the team may find the animal; this can speed rescue and reduce the animal's stress.

Permission to Rescue

Only owners or tenants may give permission to enter a property:

- Should be done in person:
 - Obtain owner/tenant signature.
 - Check photo ID or utility bill against the address.
- Verbal permission may also be given – Information must read to the owner.

Result of Rescue Efforts

Completed by rescue team:

5. File all original closed out rescue request forms in the "Completed" file.

1. The animal is identified by the number assigned in the "Animals to be Rescued" section (1 – 5).
2. Date of each attempt.
3. Rescue teams must update the master file at the end of each operational period on the result of rescue efforts.
4. All rescued animals must go through the intake process:
 - Attach a copy of the rescue request to the proper intake form.
 - Do not remove the original rescue request form from the "Active" file until there is a conclusion with each animal listed.

Request for Animal Rescue

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REPORTING DATE:	TIME (include AM/PM):	INFORMATION TAKEN BY (PLEASE PRINT):	LOCATION FORM FILED:
-----------------	-----------------------	--------------------------------------	----------------------

PRIORITY STATUS			
<input type="checkbox"/> URGENT	<input type="checkbox"/> 2 DAY	<input type="checkbox"/> 3 DAY	<input type="checkbox"/> OWNER REQUESTED <input type="checkbox"/> REPORTED BY OTHER PARTY <input type="checkbox"/> AGENCY REQUEST

REPORTING PARTY		
NAME: (include agency if applicable)	ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: ()	WORK PHONE: ()	CELL PHONE: ()
ALT. PHONE: ()	E-MAIL ADDRESS:	
DOES THIS ANIMAL(S) BELONG TO THE REPORTING PARTY? <input type="checkbox"/> YES <input type="checkbox"/> NO		IF NOT, WHO DOES THIS ANIMAL BELONG TO? (provide name, address and phone number if known.)

ANIMALS TO BE RESCUED							
#	TYPE	GENDER	BREED	COLOR	SIZE	AGGRESSIVE	CONFINED
1						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
2						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
3						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
4						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO
5						<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO

ANIMAL LOCATION			
ANIMAL(S) LAST SEEN: DATE: _____ TIME: _____	ARE THERE PEOPLE WITH THE ANIMAL(S)? IF YES, WHO? <input type="checkbox"/> YES <input type="checkbox"/> NO NAME: _____	IS/ARE THE ANIMAL(S) BEING FED? <input type="checkbox"/> YES <input type="checkbox"/> NO	LAST TIME FED?
WHERE IS/ARE THE ANIMAL(S) LOCATED? ADDRESS:		CITY:	
DIRECTIONS TO RESCUE AREA:			
LANDMARKS:			
LOCATION OF ANIMAL(S) ON PROPERTY:			

PERMISSION TO RESCUE	
<ul style="list-style-type: none"> • The animal(s) listed above is/are legally mine and I can show proof of ownership. • I give permission to _____ volunteers to enter my property to rescue the animals I have listed above. • I do not hold the staff or volunteers liable if they are not able to save the animal(s) I have requested be rescued. I understand that sometimes circumstances beyond control prevents this from happening. • I do not hold the staff or volunteers liable for any damage done to my property while attempting to rescue the animals listed above. (Every effort will be made to leave the owner's property in the same condition it was when the vounteer entered the property.) • Key provided: <input type="checkbox"/> YES <input type="checkbox"/> NO • Permission to force entry: <input type="checkbox"/> YES <input type="checkbox"/> NO 	
SIGNATURE: _____	DRIVER LICENSE #: _____ DATE: _____
<input type="checkbox"/> VERBAL PERMISSION GIVEN	

RESULT OF RESCUE EFFORTS	
ACTION	ANIMAL NUMBER (as noted in "ANIMALS TO BE RESCUED" section) and DATE
RESTRICTED ENTRY INTO THE AREA	
UNABLE TO FIND ANIMAL(S)	
RESCUED	
COULD NOT BE FOUND	
COULD NOT BE CAUGHT	
DECEASED	

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Lost Animal Form

SOG

Purpose:

- To enable a field rescue team to go to enter a person's private property and look for their animals.
- To document animals reported missing by owners.
- To facilitate the unification of animal and rightful owner.

Proces

Claimants must complete this document before viewing the stray animal book or searching a shelter:

- They may not claim an animal not described on the form in advance.
- Any photos or lost posters should be attached to the lost animal form.

Shelter workers should compare all animals brought into the shelter with animals reported lost and documented on this form:

- Shelter workers that connect an animal in care to a Lost Animal Form should contact the reporting party for possible identification.
- Shelter workers that positively connect an animal in care to an owner should write the intake number in the upper right hand corner and place it with the intake form.

Completing the form:

- Complete one form for each animal reported missing.
- Intake Volunteer must indicate their name, the date, and location they completed the form.

Owner Information

This should be the owner's current information, i.e., temporary address, if displaced, such as human shelter location, hotel, etc.

Animal Location

This is the last place/address the animal was seen by the owner.

Animal Information

This needs to be as thorough as completely as possible. Owners may need assistance here.

Medical Information

Veterinarian may have information useful to reunite lost animals. They may be located from a local telephone book or a Web site.

Contacts

List the names of other organizations where the animal has been reported missing. Shelter workers can use this info to cross-reference with other organizations.

Final Status of Animal

Complete to close out file.

INTAKE NUMBER

Lost Animal Form

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ATTACH PICTURE HERE

TODAY'S DATE:	INFORMATION RECEIVED BY: (PLEASE PRINT)
---------------	---

WHERE WAS THIS FORM COMPLETED?

TEMPORARY ANIMAL SHELTER
 HUMAN EVACUATION SHELTER
 FIELD
 OTHER _____

OWNER INFORMATION		
NAME:	ADDRESS:	CITY/STATE/ZIP:
HOME PHONE: () () ()	WORK PHONE: () () ()	CELL PHONE: () () ()
ALT. PHONE: () () ()	E-MAIL ADDRESS:	

ANIMAL LOCATION	
DATE LAST SEEN:	LOCATION:

ANIMAL INFORMATION	
<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> OTHER: _____ AGE: _____	
<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE <input type="checkbox"/> NEUTERED <input type="checkbox"/> SPAYED <input type="checkbox"/> UNKNOWN <input type="checkbox"/> BREED: _____ <input type="checkbox"/> SMALL <input type="checkbox"/> MEDIUM <input type="checkbox"/> LARGE	
FUR LENGTH: _____ COLOR(S): _____	TAIL: <input type="checkbox"/> LONG <input type="checkbox"/> SHORT <input type="checkbox"/> CURLY <input type="checkbox"/> BUSHY <input type="checkbox"/> DOCKED EARS: <input type="checkbox"/> ERECT <input type="checkbox"/> FLOP <input type="checkbox"/> CROPPED
DISTINGUISHING MARKS?	
ANIMAL'S NAME:	<input type="checkbox"/> MICROCHIP <input type="checkbox"/> TATTOO NUMBER: _____
COLLAR? <input type="checkbox"/> YES <input type="checkbox"/> NO	ID TAG? <input type="checkbox"/> YES <input type="checkbox"/> NO
TYPE/COLOR: _____	NAME/PHONE NUMBER: _____
COUNTY RABIES LICENSE NO./YEAR: _____	ISSUING COUNTY: _____

MEDICAL INFORMATION	
VETERINARIAN NAME:	PHONE NUMBER:
ADDRESS:	ARE VACCINATIONS CURRENT? <input type="checkbox"/> YES <input type="checkbox"/> NO DATE LAST GIVEN: _____
ANIMAL ON ANY MEDICATION? <input type="checkbox"/> YES <input type="checkbox"/> NO TYPE: _____	FREQUENCY? _____ WHEN WAS MEDICATION LAST GIVEN? DATE: _____ TIME: _____

CONTACTS
WHO ELSE HAVE YOU NOTIFIED THE ANIMAL IS MISSING?

COMMENTS	FINAL STATUS OF ANIMAL
	FOR OFFICIAL USE ONLY <input type="checkbox"/> OWNER LOCATED <input type="checkbox"/> MATCHED WITH INTAKE ANIMAL <input type="checkbox"/> DECEASED <input type="checkbox"/> UNKNOWN AFTER 30 DAYS

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Animal Intake Form SOG

Intake forms should be printed on three-part colored (white, yellow, pink) NCR paper:

- White copy stays with the originating agency.
- Yellow copy goes with the animal if transferred.
- Pink copy goes with the owner or is transferred with the animal if no owner is identified.

Never place the intake paperwork on the animal's kennel or crate.

Purpose: The intake form tracks an animal while in care.

Intake Number: This unique number, preceded by your organizations nine digit Zip code (Zip + 4) or postal code, can be preprinted by the print shop.

Note on above: We suggest adding your Zip/Postal code because some incidents involve multiple agencies. Nine digit Zip codes can be traced back to a specific address in the USA. This may be helpful when animals are moved in large disasters. Paperwork can become separated from an animal and this can help re-identify the animal by connecting the animal to the agency that registered the animal.

Today's Date: the date the animal was brought to the shelter.

Arriving Status of Animal:

- Rescued – can be by field team or other.
- Dropped off - can be by owner or other
- Dead on Arrival.

Received by: The printed name of the person filling out the intake form.

Requested Rescue: If the animal being in-processed was rescued at the request of the owner, a copy of the rescue request, found in the "Active" file should be placed with the intake form. The owner requesting the rescue should be notified that the animal has arrived at the shelter.

Offsite Status: Used to track the location of the animal whenever it leaves and returns to the shelter, such as for a vet visit.

Are you the owner?: This is used to establish if the person bringing in the animal is the owner, family, friend or Good Samaritan.

Contact Information: Completed by the owner or person dropping off the animal. Information listed should be the current address and phone number of where this person is staying during the disaster.

- **Permission to foster?** – can only be given by the owner.
- **Surrendered?** – can only be surrendered by the owner.

Location of Animal Pickup: Must be completed by the field team or person dropping off the animal. Obtain as much information as possible, including street names and landmarks.

Animal information:

- Be as detailed as possible.
- Be sure to denote any distinguishing markings.
- Scan for a microchip and note whether located.
- Note any tag information found on a collar and do not remove the collar unless it is a danger to the animal.
- Note if the animal is aggressive or a possible fear -biter.
- **Has animal bitten anyone** – during the rescue, during intake, and ask the owner for bite history.

Attempts to Contact Owner: If microchip, tags, address or any other identifying owner information are present, denote any attempts to contact the owner.

Animal Intake Form

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TODAY'S DATE: _____	RECEIVED BY: (PLEASE PRINT) _____	OFFSITE STATUS (If Applicable)
ARRIVING STATUS OF ANIMAL	REQUESTED RESCUE? <input type="checkbox"/> YES <input type="checkbox"/> NO	OUT DATE LOCATION RETURN DATE
<input type="checkbox"/> RESCUED <input type="checkbox"/> DROPPED OFF <input type="checkbox"/> DEAD ON ARRIVAL	IF YES, WHO REQUESTED IT? <input type="checkbox"/> OWNER <input type="checkbox"/> OTHER _____	_____ _____ _____

ARE YOU THE OWNER? YES NO If not, what is your relationship to the animal? _____

CONTACT INFORMATION			
NAME: _____	ADDRESS: _____	CITY/STATE/ZIP: _____	
HOME PHONE: () _____	WORK PHONE: () _____	CELL PHONE: () _____	
ALT. PHONE: () _____	E-MAIL ADDRESS: _____		
PERMISSION TO FOSTER? <input type="checkbox"/> YES <input type="checkbox"/> NO	SURRENDERED? <input type="checkbox"/> YES <input type="checkbox"/> NO	DRIVERS LICENSE NO.: _____	STATE: _____

LOCATION OF ANIMAL PICKUP (Give address if known and landmarks)

ANIMAL INFORMATION			
<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> REPTILE <input type="checkbox"/> OTHER: _____		<input type="checkbox"/> LITTER (Under 8 weeks old) NUMBER IN LITTER: _____	
<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE	<input type="checkbox"/> NEUTERED <input type="checkbox"/> SPAYED <input type="checkbox"/> UNKNOWN	BREED: _____ <input type="checkbox"/> SMALL <input type="checkbox"/> MEDIUM <input type="checkbox"/> LARGE	
AGE: <input type="checkbox"/> YOUTH <input type="checkbox"/> ADULT <input type="checkbox"/> SENIOR	TAIL: <input type="checkbox"/> LONG <input type="checkbox"/> SHORT <input type="checkbox"/> CURLY <input type="checkbox"/> BUSHY <input type="checkbox"/> DOCKED	EARS: <input type="checkbox"/> ERECT <input type="checkbox"/> FLOP <input type="checkbox"/> CROPPED	
FUR LENGTH: _____	COLOR(S): _____	IF CAT, IS IT DECLAWED? <input type="checkbox"/> YES <input type="checkbox"/> NO	
DISTINGUISHING MARKS? _____			
ANIMAL'S NAME (if known): _____		<input type="checkbox"/> MICROCHIP <input type="checkbox"/> TATTOO NUMBER: _____	
COLLAR? <input type="checkbox"/> YES <input type="checkbox"/> NO		ID TAG? <input type="checkbox"/> YES <input type="checkbox"/> NO	
TYPE/COLOR: _____		NAME/PHONE NUMBER: _____	
COUNTY RABIES LICENSE NO./YEAR: _____	ISSUING COUNTY: _____	ATTEMPT TO CONTACT COUNTY (Date & Result): _____	
IS ANIMAL AGGRESSIVE? <input type="checkbox"/> YES <input type="checkbox"/> NO (If YES, Mark Cage)	IF YES, WHAT IS THE ANIMAL AGGRESSIVE TOWARD? <input type="checkbox"/> PEOPLE <input type="checkbox"/> DOGS <input type="checkbox"/> OTHER ANIMALS	HAS ANIMAL BITTEN ANYONE? <input type="checkbox"/> YES <input type="checkbox"/> NO	

ATTEMPTS TO CONTACT OWNER		
DATE: _____	RESULT: _____	BY: _____
DATE: _____	RESULT: _____	BY: _____
DATE: _____	RESULT: _____	BY: _____

MEDICAL INFORMATION			
KNOWN DISEASE STATUS: _____	TYPE: _____	<input type="checkbox"/> POS <input type="checkbox"/> NEG	TYPE: _____ <input type="checkbox"/> POS <input type="checkbox"/> NEG
KNOWN VACCINATION STATUS: _____	TYPE: _____	<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR	LOT #: _____
	TYPE: _____	<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR	LOT #: _____
	TYPE: _____	<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR	LOT #: _____
KNOWN INJURIES/MEDICAL HISTORY: _____			
MEDICATIONS NEEDED: _____			

DEPARTING STATUS OF ANIMAL			
DATE RECLAIMED: _____	OWNER'S SIGNATURE: _____	DRIVER'S LICENSE NO.: _____	STATE: _____
	PRINT NAME: _____	PHONE NO.: _____	
DATE FOSTERED/ADOPTED: _____	(Attach completed foster/adoption agreement to intake form)		PHONE NO.: _____
	SIGNATURE: _____	PRINT NAME: _____	
DATE EUTHANIZED: _____	REASON: _____		
	VETERINARIAN (signature) _____		PRINT NAME: _____

WHITE COPY – RESPONDING AGENCY YELLOW COPY – OTHER AGENCY PINK COPY – OWNER (IF KNOWN)

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ATTACH PICTURE HERE

Animal Daily Walking, Feeding & Cage Cleaning Schedule SOG

Purpose: The ‘CAGE CARD’ records routine, individual daily care of animals in the shelter.

Note: This is the only paper attached on the animal’s containment. It should be placed where the animal cannot reach it as they will tear it apart. It can be placed in a page protector to protect it from the elements. It can also be placed on a clipboard to assist with writing on it and keeping it away from the animals.

The cage card is filled out initially upon intake and place on the animals kennel or crate.

Write the animal’s intake number in the space in the upper right hand corner of the form.

Animal

Description: **Type** – fill in the type of animal

2. **Characteristics** - Fill in Breed, Gender and Color or markings

3. **Special Instructions** - this can be dietary, medication or special handling instructions. Volunteers need to make sure they read the cage card of every animal they handle.

Record

Should include the date, time and handler’s initials when any work is done with an animal or its environment.

Comments – Should include any observations or changes in an animal’s condition or behavior, such as:

1. Not eating
2. Not drinking
3. Vomiting
4. Diarrhea
5. Injury that need to be seen by vet
6. Disposition has changed to _____

Continuation forms should be used when face sheet is completed. Face sheet and all continuation pages should be kept together with the intake form copy in the page protector.

Contact information for Owner Seeking Lost Pet

INFORMATION THAT IS NEEDED FROM OWNERS LOOKING FOR THEIR ANIMALS:

OWNER'S NAME: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

PHONE: _____ CELL: _____

TYPE OF ANIMAL: _____

BREED OF ANIMAL: _____

COLOR OF ANIMAL: _____

SEX OF ANIMAL: MALE: _____ FEMALE: _____

PET'S NAME: _____

DETAILED DESCRIPTION OF PET (Includes for example, if cat is declawed, if cat or dog is spayed or neutered, if pet has collar and color of collar, if the pet has been tattooed or micro-chipped, etc.)

WHERE WAS PET LEFT: HOUSE _____ CLINIC _____

OTHER _____

ADDRESS PET WAS RESCUED FROM

Date of request: _____ Made to whom: _____

Pre-planning & Response

Medical Cost Agreement

IF your pet(s) become(s) ill, we will provide emergency triage veterinary care regarding your pet's symptoms, treatment options and estimate of costs. If the emergency proves serious enough to require transport to a veterinary hospital, however, please indicate your wishes should your pet(s) require further treatment to relieve immediate discomfort or to resolve and important medical condition:

_____ Please perform whatever services the doctor deems necessary for the best care of my pet until someone can be reached—this includes only non-elective treatments and necessary diagnostics.

_____ I authorize up to \$ _____

_____ I am unable to provide monetary support.

_____ Do not administer any medical treatment until specific authorization is given unless the shelter is unable to reach me in a timely fashion. In such a case, I do hereby grant and authorize the shelter to treat or manage my animal (s) as judged appropriate by medical staff, as dictated by medical necessity.

THIS SHELTER IS CLOSING _____
(Date)

I understand that by _____ I must pick up my pet(s)
(Date)

Or notify the shelter that I want to foster or adopt out my pet(s).

I have read and understand this agreement and certify that I am the owner/agent of the above listed animal(s).

Sign here

Date

Policy on Local Adoption

Animals whose owners have given away their pets to the shelter are available for immediate adoption locally.

Animals whose owners dropped them off to the shelter and have failed to pick them up prior to _____ will NOT be available for local adoption.

Shelter Deactivation Date: _____

These animals will be transported to distant shelters where they can be properly prepared for adoption and subsequently tracked through to _____ in case the previous owner comes forward to claim their pet. (Fill in Date)

Contracts with distant shelters call for these **permanent agencies** to:

1. Prior to adopting them out, they will spay/neuter the animals they receive from the Parker Coliseum in accordance with their own local policies.
2. Track the ownership of the animals they adopt out until _____. This is because if the original owner comes forward to claim their pet prior to this date, the new owner must relinquish their pet to the original owner. Full animal details and a photograph will be posted on petfinder.com and a separate Parker Coliseum web site so that original owners may track the movement of their pets and free transportation back to the original owner will be provided.

The _____ Animal Shelter will cease to exist after _____ and therefore cannot properly track the ownership of pets that are adopted out locally.

CONTINGENT ADOPTION / FOSTER CARE AGREEMENT

Between _____
[Shelter or rescue name]
and
Contingent Adopter/Fosterer Accepting Animals with Identified Owners

This Agreement made on the _____ of _____, 2005, between _____, (Hereinafter known as "Adopter") and the _____ (insert shelter or rescue name) regarding the companion animal herein described. The signature of the Adopter below signifies that the Adopter, has read, understands, and agrees to the following:

1. I understand that this agreement is legal and binding under the laws of the State of _____.

Initials _____

2. I understand that this animal is a displaced animal from the _____ area as a result of _____ (*Disaster*) and has a known owner.

Initials _____

3. Out of compassion for the former owner of the animal I am adopting, I agree to relinquish ownership if the former owner is identified before _____ and takes possession of the animal by _____. The animal's information will be posted on appropriate websites and remain so until _____.

Initials _____

4. I agree to provide for the physical and emotional needs of this animal while it is in my care, including covering all medical costs (if any).

Initials _____

5. I agree to return this animal to _____ (shelter or rescue named above) if I find I am no longer willing or able to provide a suitable home.

Initials _____

6. I understand that _____ **will not accept the return of this animal.**

Initials _____

7. I agree to comply with all state and local laws pertaining to the care of the animal, including, but not limited to, those requiring vaccinations, registration, and confinement (leash laws).

Initials _____

8. I understand that a _____ Animal Emergency Shelter veterinarian has examined the animal prior to placement. I also understand that this animal may have as yet undetected illnesses or behavioral problems. _____ Animal Emergency Shelter cannot guarantee the health, disposition, or character of this animal.

Initials _____

9. I therefore agree to hold harmless any volunteers, representatives, or agents of _____ Animal Emergency Shelter or _____ (shelter or rescue named above), from loss, damages, injuries or other casualty to any persons, animals or property caused by the placement of this animal in my care.

Initials _____

10. I agree to communicate with the Shelter if there are any changes in my contact info (i.e.- address, phone) _____.

Initials _____

11. I agree not to make any cosmetic changes to this animal until after the adoption is final (de-claw, de-bark, tail-dock, ear-crop, etc.)

Initials _____

12. I agree to spay or neuter this animal. Because this is an owned animal, I agree to wait until after _____ to have the surgery performed. I agree that under NO conditions will the animal be allowed to be bred, regardless of sex.

Initials _____

_____ (shelter or rescue named above) recommends that you have a veterinarian evaluate this animal as soon as possible to check for heartworm and initiate preventative treatment; flea/tick prevention. _____ (shelter or rescue named above) recommends that the animal is checked for an identification microchip and register and provide one if the animal does not have one.

Thank you very much for caring for this hurricane victim in its time of need!

_____ (shelter or rescue named above) agrees to the conditional adoption / fostering of this animal by the Adopter and hereby transfers possession of the animals to the Adopter.

Print Name

Driver's License # / State

Address

Phone

State/Zip

Phone

Adopter's Signature

Email

Shelter Representative Signature

Witness Signature

Shelter Representative Printed Name

ANIMAL DESCRIPTION AND VETERINARY CARE RECORD

Shelter Issues Registration Identification Number: _____

Cage #: _____

Animal Name: _____

Species: Dog or Cat or Other: _____ Breed: _____

Color: _____ Sex: M / F Age: _____ Intact / Neutered

Veterinary instructions:

IMPORTANT INFORMATION FOR FOSTER FAMILIES

We really appreciate your concern for the animals that were the unfortunate victims of _____ (disaster). Both the _____ Emergency Animal Shelter and your local shelter/rescue facility are grateful that you have agreed to foster/adopt one of these pets. We all love these animals too and truly want what is best for them. We also need to do the right thing by trying our best to return these pets to their rightful owners.

Please take a moment to read:

- Both _____ Emergency Animal Shelter and your local shelter thank you for your willingness to provide a loving, stable environment for a pet which has been through a very difficult time.
- Pets from the _____ Emergency Animal Shelter were either brought in by owners who themselves were evacuated or were rescued animals with identification. In some cases owners may be unaware of where their pets have been sheltered and may be desperately seeking them.
- Many pet owners lost everything in the hurricane and have told us that their pets are all that they have left. It is taking a long time for many to relocate and establish a new home. We appreciate your willingness to work with owners who may contact you. _____, has been designated as the last date when owners may reclaim their pets.
- _____ Emergency Animal Shelter continues to make extensive efforts to contact owners of pets. A lack of response does not mean they do not want their animals back. As displaced owners become settled, they may be better able to actively seek to reclaim their pet.
- The _____ Emergency Animal Shelter was a temporary shelter created to meet emergency needs. The pets could not remain there indefinitely and we felt that loving foster/adoptive homes would be in their best interest.
- Petfinder.com is assisting owners in the search for their pets. Pet finder is refining its data sort capability to make it more user-friendly and, hopefully, this will make it easier for owners who are still looking to locate their pets.
- Remember, this animal has been through a traumatic situation and may experience some transitional or long-term effects. It has been separated from its family and environment. It has been sheltered with strange animals and cared for by many new people. It may have traveled many miles to reach your shelter. Please be patient with the pet and give it time to adjust to your home. Your veterinarian can advise you about any concerns you have regarding your pet's adjustment or behavior.
- Please remember, this is an owned animal and continue to use the pet's name if that name is known.

Owner– Foster Contract

The owner agrees to the following financial arrangements to offset the costs incurred by the foster guardian for the care of the pet, unless the foster guardian agrees to be responsible for all or a portion of these expenses to further aid the owner in their time of need.

If the pet needs veterinary care, the foster guardian must contact the owner for approval unless the pet is in a life threatening situation. The owner agrees to pay all veterinary costs unless the need for veterinary care is a direct result of negligence on the part of the foster guardian’s actions / or lack thereof.

The owner agrees to provide monies or supplies necessary for the housing, grooming, feeding or other provisions for the care of the pet (i.e. crate, leash/collar, food, bowls, shampoo, etc.)

The owner agrees that if the need for foster care extends beyond the time period agreed upon in this contract the foster guardian will be contacted at least 48 hours before the time specified in this contract and an amendment must be agreed upon at that time.

The owner agrees that if the pet is left unclaimed from the foster for 7 days beyond the time agreed upon in this contract that the animal can be legally considered abandoned and the foster may care for the pet in whatever way they may choose, i.e. claiming ownership for themselves, finding a new home, or relinquishing to a shelter or animal control facility.

The owner agrees to inform the foster guardian of any changes in address or other contact information immediately.

The foster guardian will contact the owner before incurring any expenses not here-to-fore agreed upon, and will be diligent in keeping receipts and records of expenses incurred.

The foster guardian agrees to allow the owner visitation with their pet at the following scheduled times or with prior notice if an unscheduled visitation is desired.

The foster guardian agrees to follow all specific instruction, within reason, by the owner for the care and feeding of the animal, i.e. pet housed inside, administration of medications, special dietary needs, etc.

Specific instructions for the care of this pet:

Pre-planning & Response

I, _____, as owner of the animal(s) described below, hereby temporarily release said animal(s) to the custody of _____, foster guardian, for a term of _____ days, beginning _____, 200_ and ending _____, 200_.

I, _____, the foster guardian of the animal(s) described below, agree to house and care for the pet as agreed to in this contract and with the love and the consideration I would give my own pets.

Animal name: _____ Owner name: _____
Microchip #: _____
Description:
S / N / Intact F / M Age: _____ Species: Cat / Dog / Other _____
Breed: _____ Color: _____
Distinguishing markings:

Owner contact information:

Name: _____
Address: _____
Phone: _____ Phone: _____ Email: _____

Contact information of someone not living with owner who knows how to contact the owner:

Name: _____
Address: _____
Phone: _____ Phone: _____ Email: _____

Foster guardian contact information:

Name: _____
Address: _____
Phone: _____ Phone: _____ Email: _____

Special Needs Animal Form

Attach one copy directly to the animal's kennel in front of the animal kennel card and place one in animals file to be copied for transport.

Emergency Animal Shelter Staff and Volunteers: Please read this animal's file immediately	
Shelter issued registration identification number: _____	
Animal's name: _____	
<input type="checkbox"/> Behavior	Notes:
<input type="checkbox"/> Handling Information	Notes:
<input type="checkbox"/> Medical History	Notes:
<input type="checkbox"/> Diet	Notes:
<input type="checkbox"/> Additional Concerns and Notes:	Notes:

Response

Pre-Transfer Medical Release Form

Shelter Issued Registration Identification Number	<input type="checkbox"/> Canine <input type="checkbox"/> Feline <input type="checkbox"/> Other _____
Name of Animal	<input type="checkbox"/> Male <input type="checkbox"/> Female
Microchip Number (if available)	
Currently being treated for:	
<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
Medications with animal:	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
<hr/> <hr/> <hr/> <hr/>	
It is my professional opinion that this animal is suitable for transfer.	
<hr/> Veterinarian Signature	<hr/> Date
<hr/> Printed Name	

Response

Release Form For Bite Quarantine Animal

(SHELTER NAME AND LOCATION)

Owner Name: _____
Owner Driver's License No.: _____
Dog Name: _____
Impound Number: _____
Date of Intake: _____
Date of Bite Incident: _____
Bite Investigation File Number: _____

I understand that my pet was placed into official quarantine for Rabies Observation owing to a bite incident report. The Animal Emergency Shelter has been authorized to release the animal to owner supervised quarantine, which must cover a total of 10 days from the time of the bite incident. The conditions of release to owner quarantine follow.

I, _____, hereby agree to have my pet, _____, examined by a licensed veterinarian 10 days post bite incident (date = 10 days post bite or 10 days post intake if bite date not recorded). I also agree to have the examining veterinarian sign this form below to confirm veterinary examination to allow release from bite quarantine.

Signed: _____

Witness: _____

Dated: _____

Post Quarantine Veterinary Examiner:

Name: _____

Address: _____

Practice: _____

Signed: _____

EXAMINING VETERINARIAN PLEASE FAX THIS FORM TO:

ANIMAL CONTROL: _____

TELEPHONE: _____

FAX: _____

Emergency Animal Shelter Regulations Pertaining to Owners

VISITING HOURS

- POSTED AT ENTRANCE TO ANIMAL SHELTER
- MUST GET A VISITOR'S PASS AT THE REGISTRATION DESK
- SUBJECT TO CHANGE WITHOUT NOTICE AS NECESSARY
- OWNERS ARE ENCOURAGED TO EXERCISE & OTHERWISE CARE FOR THEIR OWN ANIMALS AS MUCH AS IS PRACTICAL
- FEEDING TO TAKE PLACE AT ONE TIME FOR ALL ANIMALS IN AREA
- OWNER MUST BE 18 YEARS OLD AT MINIMUM TO TAKE PET OUT OF CAGE
- PROOF OF OWNERSHIP (SHELTER INTAKE FORM RECEIPT, WRISTBAND) MUST BE SHOWN EACH TIME OWNER VISITS ANIMAL
- OWNERS WISHING TO TEMPORARILY TAKE THEIR PET OFF EMERGENCY SHELTER PREMISES MUST SIGN IN AND OUT

OWNERSHIP RIGHTS

- ABILITY TO VISIT WITH PET DURING OPEN HOURS AS MUCH AS POSSIBLE, PROVIDING SUCH VISITATION DOES NOT INTERFERE WITH OTHER RESIDENT'S RIGHTS TO THE SAME CONSIDERATION, AND UNDER SUCH PROCEDURAL RULES THAT THE INCIDENT COMMANDER MAY DETERMINE TO BE NECESSARY IN ORDER TO ENSURE BOTH THE PET'S SAFETY AND SECURITY AS WELL AS THE OWNER'S AND THE GENERAL PUBLIC'S.

OWNERSHIP RESPONSIBILITIES

- PROVIDE AS MUCH OF DAILY CARE TO PET AS IS POSSIBLE.
- SIGN IN AND SIGN OUT, UTILIZING A VISITOR'S PASS.

DOGS WILL NEED-

- WALKING 3 - 4 TIMES DAILY
- CAGE CLEANING DAILY
- FRESH WATER 1 - 2 TIMES DAILY
- FEEDING - SEE STAFF FOR YOUR SECTION'S SCHEDULE
- MEDICATING, IF NECESSARY

CATS WILL NEED-

- LITTER BOX CLEANING DAILY
- FRESH DRY FOOD AND WATER DAILY
- MEDICATING, IF NECESSARY
- FRESH BEDDING

PLEASE PROVIDE AS MUCH OF YOUR ANIMAL'S CARE AS YOU CAN!!
IF YOU HAVE TIME, THERE MAY BE OTHER WAYS TO HELP –
PLEASE ASK!!

SIGNAGE CONTAINING INFORMATION REGARDING SHELTER POLICIES SHOULD BE POSTED THROUGHOUT THE SHELTER IN VISIBLE AREAS AND BE PROVIDED TO OWNERS UPON ANIMAL REGISTRATION.

Reference: New Jersey Animal Working Group

Response

Emergency Animal Shelter Visitor Sign-In/Out Sheet

Date	Time In	Name	Contact #	Animal Visiting	Purpose	Time Out

Response

Individual Weekly Animal Care Log

(Attach to animal cage along with kennel card)

Services Rendered

(Volunteers should initial each time after service)

	Date	Feeding and Watering	Walking	Cage Cleaning	Special Services	Medical Follow-up Activities
Monday						
Tuesday						
Wednesday						
Thursday						
Friday						
Saturday						
Sunday						

Response

Templates for Email Responses

Template for requesting volunteer services

The _____ Emergency Animal Shelter is currently seeking the services of volunteers to care for animals that have been injured and/or displaced due to the latest disaster. Many positions need to be filled. Please note: that not all jobs involve the direct care and handling of the animals, and you may be asked to perform different tasks on different days. However, please realize that all jobs are vital to the daily functioning and overall success of the _____ Emergency Animal Shelter.

We are also seeking experienced and qualified _____ that can make their own travel and lodging arrangements and stay (if needed) for an extended period of time.

Please, if you are interested in providing your services, please contact _____ at _____.

We are also accepting monetary donations. You may donate to the _____ Emergency Animal Shelter directly at the facility or you may mail a check to:

Attention: Person
Emergency Animal Shelter
Address

Please make you checks payable to _____.

Thank you for your time,

Sincerely

Name

Title

_____ Emergency Animal Shelter

Template for requesting donations

Dear _____,

As you may know _____ has recently suffered the impact of _____. Many animals have been injured and displaced due to the disaster. We have established a local Emergency Animal Shelter whose goal is to provide animals adversely affected by the disaster adequate transportation and relocation, emergency medical care, and temporary, shelter, food and water. However, this can not be accomplished without the help of others. We are requesting donations of _____. We also accept monetary donations at the emergency shelter site or you can mail a check to:

Name of Person:

Address:

Please make checks payable to: _____.

Thank you for your help,

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for receiving donations of money, supplies etc.

Dear _____,

Thank you very much for your generous contribution of _____ to the _____ Emergency Animal Shelter.

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for turning down material supplies and requesting money

Dear _____,

Thank you for your offer to aid the _____ Emergency Animal Shelter through a charitable donation of _____. Currently this shelter has reached its limited amount of storage for animal care supplies and materials. We are graciously requesting, that your donation come in monetary form, so that we may purchase the necessary supplies as needed to ensure that the injured and displaced animals receive the supplies that they need. Unfortunately, this shelter has a very limited space to store all of the items that will be needed throughout our course of operation.

We accept monetary donations at the emergency shelter site or you can mail a check to:

Name of Person:

Address:

Please make checks payable to: _____.

Thank you for your understanding and willingness to help in times of crisis

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for requesting animal fostering volunteers

Dear _____,

Thank you for offering to provide foster care to the displaced animals at the _____ Emergency Animal Shelter. Please register with _____. Thank you for your assistance.

Sincerely,

Name

Title

_____ Emergency Animal Shelter

Response template for local volunteer solicitation

Dear _____,

Thank you for offering to volunteer at the _____ Emergency Animal Shelter. We are currently asking all new volunteers to work in shifts. The different shifts are from _____ . Also please bring the following materials with you when you report to the shelter: drivers license or identification card, _____.

We are in need of volunteers to fill many different positions. Please note: that we need all types of assistance at the Emergency Animal Shelter. Therefore, shelter staff may need to fill positions that do not call for the direct care and/or handling of the animals being housed at the shelter. Jobs you may be asked to perform may vary on a daily basis. However, all jobs are vital to the daily functioning and performance of our establishment.

Please note: this shelter does not allow children under the age of _____ to enter the facility.

Thank you once again for offering your time to help those animals in need,

Name
Title
Emergency Animal Shelter

Response template for volunteer solicitation-out of the area

Dear _____,

Thank you for offering your assistance to the _____ Emergency Animal Shelter. We have also received numerous offers from individuals in the local or neighboring areas. We are currently looking to obtain the services of the following: _____

However, we will keep your contact information on hand if we should need your assistance in the future. Please note that there may be other emergency animal shelters that are in need of your assistance. Once again thank you for your willingness to donate your time and services to aid the animals in need.

Sincerely,

Name
Title
_____ Emergency Animal Shelter

Animal Records Duplication and Storage Instructions

Originals will remain filed with the Emergency Animal Shelter Back Office Administration. Duplicates should be made to create a comprehensive portfolio to accompany the animals when they are permanently released or transferred out of the Emergency Animal Shelter.

List of a complete File

- Animal Shelter Registration Form (original)
- Animal Photograph (original)
- Animal Kennel Card (copy until animal is permanently released)
- Emergency Animal Shelter Liability Release Form (original)
- Emergency Animal Shelter Animal Transfer Form (if applicable original)
- Individual Weekly Animal Care Log (originals)
- Special Needs Animal Form (copy until animal is permanently released)
- Pre-Transfer Medical Release Form (original)
- All Medical Records (originals)
- All Medical Procedures and Treatments Administered (originals)
- Rabies Certificate and Any Other Vaccination Certificates (copies)
- Other Relevant Information (originals)

Record Checklists for Animal Transfer

Animal Transfer Portfolio for Receiving Party

- Animal Shelter Registration Form (copy)
- Animal Photograph (copy)
- Animal Kennel Card (copy)
- Emergency Animal Shelter Liability Release Form (copy)
- Emergency Animal Shelter Animal Transfer Form (copy)
- Individual Weekly Animal Care Log (copies)
- Special Needs Animal Form (copy)
- Pre-Transfer Medical Release Form (copy)
- All Medical Records (copies)
- All Medical Procedures and Treatments Administered (copies)
- Rabies Certificate and Any Other Vaccination Certificates (originals)
- Other Relevant Information (copies)

Pre-planning & Response

Emergency Animal Shelter Daily Animal Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Species	Animal Description

Complete and turn into Back Office Administration Manager on a daily basis.

Response

Emergency Animal Shelter Master Dog Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (Claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Master Cat Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (Claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Master Livestock Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (Claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Master Exotic Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (Claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Master Other Animal Registration Log

Date Admitted	Shelter Issued Registration Identification Number	Owner/Agent, Address & Contact Number(s)	Shelter Holding Location (barn / kennel)	Disposition of Animal (Claimed by owner, transferred to..., deceased, etc.)

The Back Office Administration Manager should maintain this master list using the Daily Animal Registration Log, the Shelter Liability Release Form, and the Shelter Animal Registration Form provided to them by shelter staff.

Response

Emergency Animal Shelter Animal Transfer Form

Date of transfer: _____

Name of animal: _____

Shelter issued registration identification number: _____

Animal description: _____

Reason for transfer: _____

<p><u>Emergency Shelter Information:</u> Name: Address: Contact Number(s): Date of Transfer from Shelter: Condition of Animal When Transferred:</p>
<p><u>Transporting Entity Name:</u> Address: Contact Number(s): Staff Member Responsible for Relocation of Animal: Condition of Animal During Transfer:</p>
<p><u>Relocation Destination Name:</u> Address: Contact Number(s): Date of Arrival: Condition of Animal Upon Arrival: Other:</p>

Include a complete copy of the individual animal's file		
The following is included:	Signatures	Date
Animal Identification		
Registration Information		
Care Log		
Liability Release Form		

This form should be duplicated. One copy should travel with the animal. One copy should remain at the shelter to be maintained by back office personnel.

Staff Member's Signature: _____ **Date:** _____

Transporter Signature: _____ **Date:** _____

Receiving Facility Staff: _____ **Date:** _____

Response

Master List of Animal Transfers

Date/Time	Shelter Issued Registration ID #	Animal Description	Moved From	Reason for Transfer	Moved To	Moved By (signature)

Back Office Administrative Manager should maintain the master list of all animal transfers from the emergency animal shelter as well as the individual animal transfer forms.

Response

Emergency Animal Shelter Daily Data Collection Reporting Form

DATE:

3:00 pm REPORT					11:00 pm REPORT					7:00 am REPORT				
SHIFT 1 (7:00 am to 3:00 pm)					SHIFT 2 (3:00 pm to 11:00 pm)					SHIFT 3 (11:00 pm to 7:00 am)				
# animal fatalities during this shift	# animals entering shelter during this shift	# animals leaving shelter during this shift	# animals with Known owners in shelter this shift	# animals with Unknown owner in shelter this shift	# animal fatalities during this shift	# animals entering shelter during this shift	# animals leaving during this shift	# animals with Known owners in shelter this shift	# animals with Unknown owner in shelter this shift	# animal fatalities during this shift	# animals entering shelter during this shift	# animals leaving during this shift	# animals with Known owners in shelter this shift	# animals with Unknown owner in shelter this shift
PETS														
Dogs														
Cats														
Birds														
Pocket Pets														
Reptiles														
Other:														
Other:														
PET TOTALS IN SHELTER														

LIVESTOCK														
Horses														
Cows														
Pigs														
Goats														
Sheep														
Other:														
Other:														
LIVESTOCK TOTALS IN SHELTER														

SHIFT 1

SHIFT 2

SHIFT 3

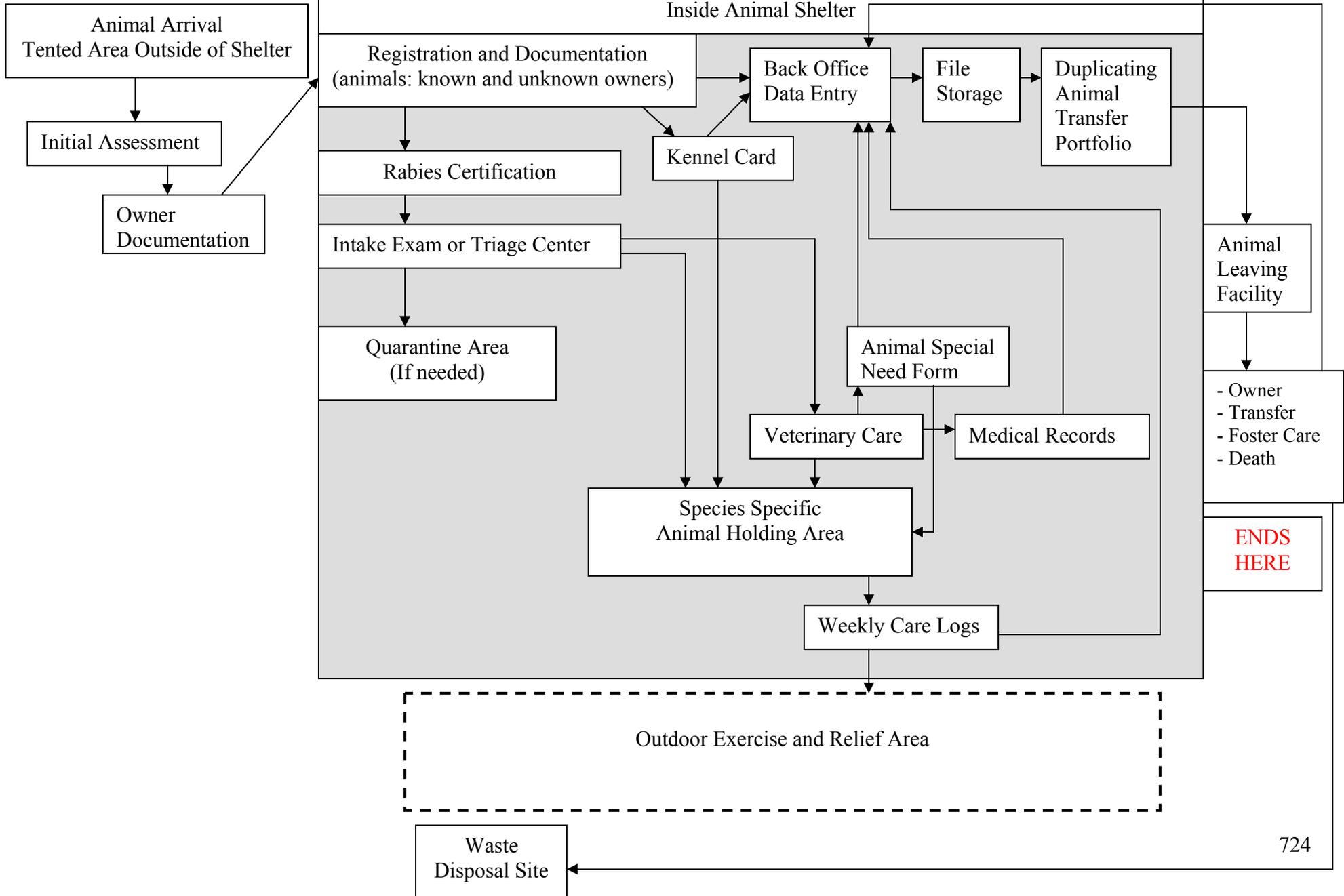
Signature _____ Date/Time: _____

Signature _____ Date/Time: _____

Signature _____ Date/Time: _____

**DOCUMENTATION
BEGINS HERE**

Organizational Flow Chart of Animal Documentation Processes *"The Paper Trail"*



**ENDS
HERE**

Emergency Animal Shelter Situation Report

Date/Time:	Event	Print Name	Sign Name

Response