Multi-Jurisdictional Resource Coordination Exercise

Operation Hurricane Brigid –
Shelter the Pets

November 14-15 2012

AFTER ACTION
REPORT/IMPROVEMENT PLAN

This After Action Report and Improvement Plan (AAR/IP) reviews exercise activities and actions then describes strengths, successes and opportunities for improvement. Exercise planning, conduct, evaluation and development of the AAR/IP follow guidance set forth in the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP).

This document should be considered For Official Use Only (FOUO).

ADMINISTRATIVE HANDLING INSTRUCTIONS

The Multi-Jurisdictional Resource Coordination Functional Exercise is an unclassified exercise. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content.

Public release of exercise materials to third parties is at the discretion of the Federal Emergency Management Agency (FEMA), the USDA, and the Multi-Jurisdictional Resource Coordination Functional Exercise planning team.

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PREFACE

In emergencies and disasters, the first priority is to the protection of human life, property, and the environment. Unfortunately, in the past, this has not included a coordinated response for the evacuation, care, and sheltering of animals. Recent disasters and follow-up research have shown that proper preparation and effective coordination of animal issues enhances the ability of emergency personnel to protect human health and safety because of the human-animal bond. It is much more efficient, effective, and inexpensive to develop plans to address animal issues prior to an incident than during one.

Since many human evacuation shelters did not allow pets in facilities during Hurricane Katrina, pet owners requiring sheltering had to choose between deserting their animals, refusing to evacuate, or evacuating their animals to a pre-determined site which did accept animals. Without advanced planning, this was a difficult decision. Some key facts to consider are[1]:

- Up to 25% of pet owners will fail to evacuate because of their animals representing 5-10% of the total population directed to evacuate.
- 30-50% of pet owners will leave pets behind, even with advance notice of evacuation.
- Approximately 50-70% of people leaving animals behind will attempt to reenter a secure site to rescue their animals representing 5-15% of the total population directed to evacuate.

The 10-25% of individuals who refuse to evacuate, or others who attempt to return to the evacuated areas because of their animals, risk injury, exposure to hazardous materials, and their own lives, as well as those of emergency response personnel who must rescue them. The most effective and efficient way to minimize human, animal health and safety risks is for individuals and responding agencies to be properly prepared to address animal issues well in advance of a disaster.

To better prepare for multi-jurisdictional challenges while managing the resources during a large scale incident, the University of Georgia College of Agricultural and Environmental Sciences, Agriculture and Food Defense Team entered into a USDA APHIS Cooperative Agreement to accomplish two primary preparedness elements: Disaster Planning & Exercises: Multi-Jurisdiction Resource Coordination and Just-in-Time Shelter Training for Animal Emergency Management. ***This exercise focuses on multijurisdictional resource coordination between states across the southern United States.***

This exercise was developed on a foundation of communication and participation between local, state and regional ESF11 partner groups for multi-state companion animal disaster response coordination. The exercise was a logical step in the progression of services, based on our experience in Georgia, to provide resources and technical support for animal emergency management with partner agencies, collaborators, and stakeholder groups. Exercise planning was based on HSEEP (Homeland Security Exercise Evaluation Program) criteria and focused on Critical Resource Logistics and Distribution, and Operational Coordination capabilities.

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[1] 2006 Fritz Institute, http://www.fritzinstitute.org/researchCenter.htm; 2009 Mason-Dixon Polling & Research, Inc. http://www.mason-dixon.com/SERVICES.html

ACKNOWLEDGEMENTS

This exercise represents extensive planning over an 18 month period. The core planning team was coordinated by the University of Georgia Center for Agribusiness and Economic Development.

The following individuals provided input and support as the exercise Core Planning Team:

A special thank you goes to the Controllers, Simulators and Evaluators of the exercise.

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EXECUTIVE SUMMARY

The Multi-Jurisdictional Resource Coordination Functional Exercise was sponsored by the United States Department of Agriculture Animal and Plant Health Inspection Service (USDA APHIS) and conducted by the University of Georgia College of Agricultural and Environmental Sciences (UGA CAES). The exercise achieved national involvement by engaging agricultural and emergency management representatives from eleven states and from FEMA Region III, FEMA Region IV and FEMA Region VI. Conducted from the Georgia State Operations Center, the Georgia Emergency Management Agency provided operational space, communications capabilities and logistics support for conduct of the exercise.

A large-scale hurricane scenario was utilized to evaluate Critical Resource Logistics and Distribution and Operational Coordination of resources between local, state and federal entities. Resource requests, processes and coordination elements were evaluated.

Participants included State Agriculture and Emergency Management agencies, Non-Governmental Organizations, NARSC (National Animal Rescue and Sheltering Coalition), SAADRA (Southern Agriculture and Animal Disaster Response Alliance), and the Universities of Georgia and Florida.

The exercise planning team selected objectives that focused on evaluating emergency resource acquisition and response procedures. Known issues were included in planning the exercise to establish opportunities to improve and refine processes that are best managed through a collaborative approach. Exercise objectives included:

> Objective 1: Individual states will identify resources needed for responding to the event during the morning of the first day of the exercise.

> Objective 2: Individual states will practice their process for requesting needed resources by submitting (a) an approved EMAC request, (b) a request for NGO assistance, and (c) a completed Action Request Form (ARF) for federal government assistance during the first day of the exercise.

> Objective 3: Individual states will respond to an EMAC request for assistance from another state on the second day of the exercise.

Major Strengths

The major strengths identified during this exercise are as follows:

- Participants demonstrated a high level of interest in learning the processes for resource requests and for improved resource coordination.
- There was general consensus that consistent typing, identification of mission ready packages and standard operating procedures could streamline the request and tracking process during an incident.

- A collaborative attitude and team concept was evident.
- State Agencies demonstrated positive coordination and collaboration.

Primary Areas for Improvement

Participants increased their awareness of resource gaps previously thought of as weaknesses. The primary areas for improvement, including recommendations, are as follows:

- Resources should be typed and consistent descriptions and definitions established for use by organizations at all levels (local, regional, state, federal, and NGO).
- Mission Descriptions should be standardized.
- Mission Ready Packages that include key emergency resources for emergency animal transport, evacuation and sheltering should be developed for specific missions.
- Resource costs must be assigned.
- Standard operating guides and processes for requesting resources should be established and a request Matrix developed.
- Establishing an Animal Resource Coordination Group, first at state level when requested by a State Emergency Management Agency, compatible with NIMS.
- Consistent use of electronic tracking systems (WebEOC, e-Tracking, etc.) can improve situational awareness during an incident.

Exercise participants successfully met all of the intended objectives. Known issues were validated and information identified that will provide the basis for meaningful improvement in companion animal emergency resource acquisition, distribution, and utilization during large scale incidents.

The Improvement Plan and Corrective Actions were presented to the participants during the After Action Conference. Participants validated the opportunities for improvement and provided additional dialogue in support of resolution of the issues. Key points from the AAR conference include:

- Coordination of scarce resources (during an incident) on a regional and national scale is essential. Coordination efforts should utilize the existing ICS structure through the ESF process and Multi-Agency Functional groups. This would assure connectivity from the state/regional requesting agencies and would expand to involve national resources as the incident evolves.
- Animal Multi Agency Coordination groups should have clear guidance on prioritization of the scarce resources. Assure NGO representation in the regional resource group coordination.
- The NIMS Integration Center has a major role in assisting with resource typing and typed resource credentialing. As this step is completed, the NIC would serve as the repository and national coordination point for the resources.

- Compliance with NIMS resource management and coordination is part of state liaison duties. Funding to states for this initiative is necessary for optimal development of resource management plans and data maintenance.
- As coordination processes/plans are developed, the role and relationship between the RRCC and ESF 11 and ESF 17 should be defined.
- SAADRA developed animal emergency resources typing to facilitate the EMAC process to provide a forum for states to collectively identify resources and type them in a consistent manner. This initiative could serve as a model, or be scaled up, for additional federal and state resource typing efforts.
- Interim guidance and action for resource management and coordination during incidents needs to be approved and implemented until plans are finalized and typing and credentialing is completed through the federal all hazards training platform.

Key Points for Consideration

This Multi-Jurisdictional exercise was the first opportunity to use an expanded list of resources typed specifically for animal care. At present, the expanded list does not match what exists under NIMS as nationally recognized types (mainly Type I and II). It does, however, better reflect the scale and availability of resources at the state level. Most of the requests for resources, for example to NARSC organizations, did not match NIMS criteria, and would have needed appended descriptions to be filled.

One main issue of discussion was about how to coordinate competing/scarce resources if more than one state requests it or the number of requests exceeds the number of the resource available. From the state ESF desk, coordinating local and state resource requests, to the Regional Response Coordination Center (RRCC) and the regional ESF liaisons, to the Animal Resource Coordination Group, ARCG or AMAC, there is a system under ICS for resource allocation. Where are the opportunities, or obstacles/choke-points, for problem solving and decision making along the continuum as an incident increases in scale? One suggested component that could be considered is to establish some prioritization labeling for resources, e.g. needed to support human health and safety, to indicate urgency of need and to guide triage of resources to match the scope of the current situation.

The NARSC organization system has been instrumental in providing an overview of resource tracking and needs during incidents. It was acknowledged that the information or situational awareness provided from the AMAC-RGC is quite useful to states to better understand the degree of need across states/for each state and assists states in their decision making.

The other main issue faced by state responders is how to reference existing resources that are available, ICS positions and use lists of typed resources until an approved system is acknowledged. What already exists is valuable for charting the way forward.

EXERCISE OVERVIEW

Exercise Details

Exercise Name

Multi-Jurisdictional Resource Coordination Exercise: Operation Hurricane Brigid - Shelter the Pets

Type of Exercise

The exercise was a functional exercise with simulated events.

Exercise Start Date

November 14, 2012

Exercise End Date

November 15, 2012

Duration

The exercise was conducted on November 14 from 0900-1700 and on November 15, from 0900-1230 hours. A hotwash followed the exercise activities each day with feedback from all participating venues.

Location

The control and simulation cell was located at the Georgia Emergency Management Agency in the State Operations Center. Each state operated from a central point within their state as identified by the participants.

Sponsor

USDA APHIS provided the Federal Support and funding for this exercise.

Mission

Response and Recovery

Core Capabilities

Capability 1 - Critical Resource Logistics and Distribution

Capability 2 – Communications – Operational Coordination

Scenario Type

The scenario depicted *Hurricane Brigid*, a large scale hurricane that had the potential to impact both the Gulf and Atlantic shores including several states and governmental jurisdictions.

Participating Organizations

Participating Organization	# Participants	Location
Alabama		Real incident prevented participation
Florida College of Veterinary Medicine VETS Team	1	University of Florida
Georgia Department of Agriculture Georgia Department of Public Health Georgia DNR / EPD USDA APHIS UGA CAES (including 3 controllers) Georgia Emergency Management Agency	3 2 1 2 4 1	Georgia SOC
Louisiana Department of Agriculture and Forestry	2	LA Department of Agriculture, Baton Rouge
Mississippi Board of Animal Health Mississippi Emergency Management Agency	3 1	Pearl, Mississippi
North Carolina Department of Agriculture and Consumer Services North Carolina Department of Public Safety – NC Emergency Management American Humane Association	1 1 1	NC Department of Agriculture EOC
South Carolina Emergency Management Division Clemson University Livestock Poultry Health (CULPH)	1 3	Columbia, South Carolina
Tennessee Department of Agriculture Tennessee Emergency Management Agency	2 1	TN Department of Agriculture
Texas Animal Health Commission	1	
Virginia Department of Agriculture and Consumer Services Virginia Department of Emergency Management	2 1	VA Department of Agriculture
West Virginia Department of Agriculture West Virginia Division of Homeland Security & Emergency Management	2 1	WV Department of Agriculture Charleston, WV

Exercise Evaluators/Simulators:
    FEMA Region IV – ARF
    FEMA – EMAC
    NARSC – NGO
    Retired Veterinarian
    Lead Evaluator
	6	Georgia SOC

EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

Hurricane Brigid-Shelter the Pets was a multi-jurisdictional functional exercise designed to engage participants in animal related resource management during a large scale incident. Participation involved Agriculture and Emergency Management representatives from eleven states, three FEMA Regions (III, IV and VI) and Non-Governmental Agencies.

The exercise scenario focused on actions that would be taken to establish companion animal sheltering during the multi-jurisdictional incident, and was based on Hurricane Brigid, a large scale Category 4 hurricane with the potential to accelerate to a Category 5, that would impact both coastal and inland states along the Atlantic Ocean and the Gulf of Mexico.

Scenario Summary

Pre-impact

The National Hurricane Center is warning this morning that Hurricane Brigid has strengthened into a dangerous Category 4 storm and it's tracking toward the greater metropolitan and coastal area of your state. Models indicate possible landfall over the region as early as Saturday (84 hours from now), but forecasters are not sure if the storm will strengthen or weaken over the next couple of days. The Governor is not taking any chances; s/he has declared a state of emergency in the state and has requested a Presidential Declaration. The Governor has ordered the evacuation of all citizens and tourists residing on barrier islands and within 10 miles of the coast. Over a million people are evacuating from the metro area and coastal regions. Local highways are already jammed with traffic, and some gas stations have already run out of gas.

The SOC estimates that at least one million people will evacuate. At least 10,000 of them will not have other options and will need to be sheltered. This will include an estimated 3,000 family units. Half of these families will be evacuating with their pets and each family averages two dogs and/or cats.

Module 1

With Hurricane Brigid 78 hours out and bearing down on the coast and presenting an imminent threat to many inland as well as coastal families, it is necessary to begin developing specific evacuation and sheltering plans for people and their pets and to prepare for post-impact search and rescue and sheltering needs as well. It is critical that each state be able to rapidly assess their current resources and the most likely gaps in resources needed to carry out adequate pet sheltering plans in a timely manner.

Module 2

Hurricane Brigid has come ashore as a Category 4 hurricane, bringing wind gusts and storm surge of 13 feet to an area of coastline more than 100 miles long, directly impacting at least 3

coastal states in its path including your state. It continues to slice inland, losing wind speed but dropping rainfall amounts up to 18-20 inches in West Virginia. Tornadoes have been recorded in at least 5 counties in Kentucky with 2 impacting metropolitan/residential areas and others in more rural communities and farmlands.

Evacuation was shut down at least 12 hours prior to landfall, as winds increased. Companion animal shelters that opened are struggling to coordinate with Red Cross Shelters and other human sheltering groups to include/accommodate the pets. First reports are that at least 500 pets are already in shelters. The numbers are expected to increase as reporting is established, and search & rescue teams enter damaged areas.

Module 3

Your state has received little or no damage from Hurricane Brigid, but your neighboring states were not so fortunate. It is clear within hours of landfall that major damage has been sustained and that several states with severe impact will be needing help with many activities relating to pet sheltering, including but not limited to assessment teams, shelter teams, search & rescue teams, Veterinary Care units, and other personnel and equipment. Your state is expected to know what resources you can stand up for interstate availability.

Exercise Actions and Participant Response

Module 1

The exercise was delivered in three modules, each with the intent to evaluate specific elements of response to the challenge of resource identification, requesting and utilization for animal sheltering in a multi-state region with multi-jurisdictional involvement. The initial module was delivered by a conference call and focused on pre-impact planning and preparation actions that would be taken by each state given a 72-84 hour warning. Participants identified and organized resources, activated the state EOCs, engaged the local and state partners for support and prepared to mobilize evacuation and sheltering teams.

Module 2

As the exercise evolved participants identified resources that would be needed and began to place requests for the resources. Module two assumed that each participating state was an impacted state, and challenged the participants with identification of resources that were available, and resources that would be required to accomplish effective sheltering of the animal population in their jurisdiction. Controllers provided injects with additional scenario elements to the states prompting consideration of the resources from a number of perspectives, including the challenge of prioritization of scarce resources.

Resource requests were placed by participants to the States Emergency Management Assistance Compact (EMAC), Non Governmental Organization (NGO) and Federal Action Request Form (ARF) processes. EMAC, NGO and ARF subject matter experts participated from the Control/Simulation Cell. The SMEs received the requests and provided feedback to the participants for the resources and about the request process.

Module 3

Module three (day 2) focused on resources that each state or agency could provide for other impacted states and/or jurisdictions. Each state identified resources that were available to them locally, both for use, and for utilization by other states through the resource management process. Participants were tasked with defining those resources that could be provided and for assigning costs to the resources for eventual reimbursement from state or federal sources.

Requests Placed During the Exercise

A total of thirteen Federal ARFs, thirteen EMAC, and twelve NGO requests were placed during the exercise.

A summary of resources requested are shown in the table below.

Federal ARF	EMAC	NGO
TX SME @ Huston Zoo	NC CA SAR, Search and Rescue	NC to AHA/NARSC
NC @ Coord. Group	VA 3 LA Rescue, Swift Water	NARSC to Code 3 (# local requests for assistance to NARSC member groups)
WV @ Coord. Group	GA CA trailer/equip	LA 42 shelter workers
WV SME @ Zoo	VA 3 IMTs	MS NGO request; CA SAR
VA SME @ Zoo	TN Type II Animal Shelter Team	MS NGO request; large animal rescue,
SC AC SME @ Zoo	GA Sheltering Team	GA NARSC MOU draft
SC EOC Support	VA pet shelter workers	WV Search and Rescue
MS SME exotic animal	SC Veterinary Team	TN Type I Sheltering Team
VA Animal Care Assessment Team	SC Short IMT	VA NGO shelter staff
VA Type I Small Animal Shelter Team	MS 2 ESF-11 SME's	WV MOU
LA SME @ Zoo for coordination & technical assistance	LA IMT	SC shelter staff
GA VET Strike Team	MS FEMA Type II IMT	
GA Wildlife SME	WV Search and Rescue	

A detailed list of resources requested can be found in Appendix D.

Discussion and observations

Feedback from the SMEs managing the resource requests describes pertinent strengths, areas for improvement, observations and recommendations. The following tables summarize the SME feedback and participant impact.

SMEs included: Dick Green, NGO/NARSC; JT Ackerman, EMAC; and Jimmy Wortham, Federal ARF.

REQUESTS FOR NON-GOVERNMENTAL ORGANIZATIONS - NGO/NARSC	
STRENGTHS	**AREAS FOR IMPROVEMENT**
All of the states and most of the players are aware of NARSC and at least know how to find a contact of the leadership. Some states had existing relationships/MOUs with NARSC members and other states are considering agreements with NARSC.	Some of the states were aware of the SAADRA typing but not aware of the FEMA-approved (NIMS) typing for animal resources. An animal multi-agency coordination group from SAADRA would have been very helpful for NARSC in determining priorities/needs. State, regional, or even multi-state mega shelters are generally more cost and resource effective than local level shelters. For a large-scale incident like this, we will need volunteers and effective volunteer management plans.

ADDITIONAL OBSERVATIONS
States with an existing relationship with NARSC tend to quickly request resources. When those states reach out early, it takes major players out of the available resource pool and makes prioritization difficult. In most cases, at the State level, the request for NARSC resources would come after local, regional, and state resources are overwhelmed, or expected to be overwhelmed.
In most cases, NARSC-member requests originate at the local/county level and one of our members will likely already be in the state by the time a State reaches out to NARSC. NARSC members require that the AHJ (agency having jurisdiction) notify their local EMA. In addition, most members will contact the State Vet when entering their state.
The NARSC resources will be tapped out very quickly for an incident of this size. On Day 1, NARSC received requests from: NC, MS, VA, GA, TN, WV, and SC. In addition, pre-scripted injects tapped AHA (LA, MS); ASPCA (AL, GA); and RR (LA). Any single, large request (125 shelter workers) could easily tap out the average-sized agency. With large-scale incidents like this, NARSC will be challenged to coordinate requests and ensure that responses are most effectively used by matching priorities with skill-set and geographic location. That has not been our role in the past but the NLE (national level

exercise), Irene, Sandy, and this exercise have shown the need for a new construct.
AHA, ASPCA, Best Friends, Code 3, IFAW, and RR all participated and offered assistance.
Most of the members responded both as NARSC and under their own agency banner.
A coordinated, regional shelter could be much more effective than numerous local shelters.
A resource coordinating group would be ideal for coordinating the shelters and for expediting the Certificate of Veterinary Inspection.
Feeding-in-place, sheltering-in-place and alternative methods of sheltering, is cost and resource-effective.

At this time, there is only one FEMA-recognized typing model which includes 7 resources: Small Animal (SA) Rescue, Transport, and Shelter, and Large Animal (LA) Rescue, Transport, and Rescue; and SA and LA IMTs.

SAADRA has developed its own typing model and requests for typed resources need to either be well-defined, reference SAADRA, or FEMA.

RECOMMENDATION
A consistent policy regarding request and utilization of NGO resources should be established.

PARTICIPANT FEEDBACK
Participant feedback is indicative of an increased level of understanding of the NGO request process following the exercise. Of the 20 participants providing feedback, nearly all that ranked their knowledge of the process as low at the beginning of the exercise increased their knowledge level while those ranking themselves in the high knowledge category more than doubled.

Knowledge & Experience with making requests for NGO resources
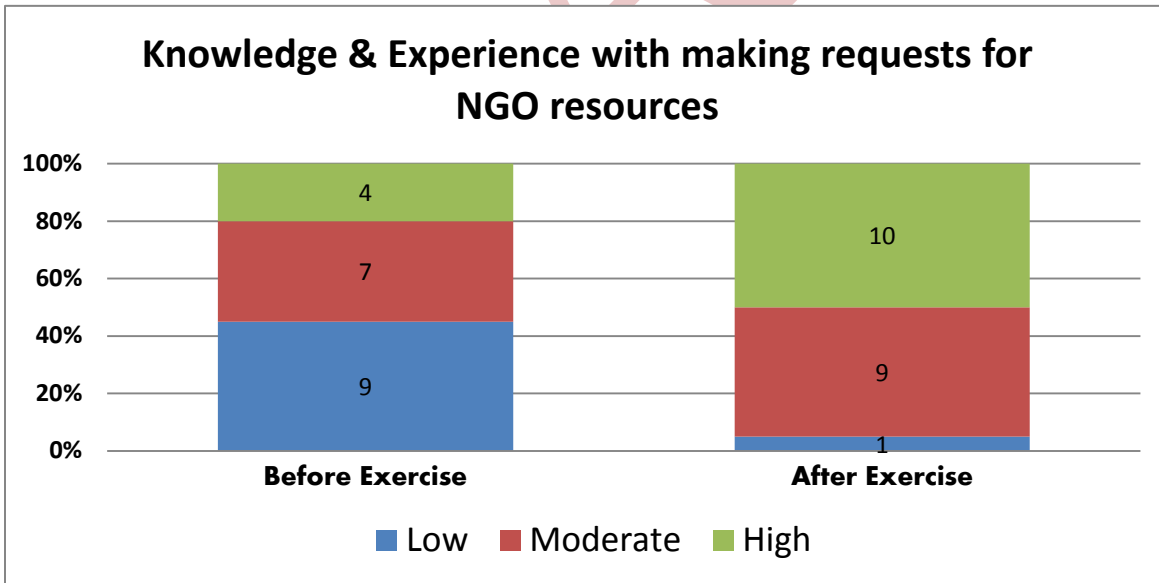
REQUESTS FOR EMERGENCY MANAGEMENT ASSISTANCE COMPACT (EMAC) RESOURCES USING THE REQ-A FORM	
STRENGTHS	**AREAS FOR IMPROVEMENT**
Requests from participants were thorough and well thought out taking state and local resources and conditions into consideration.	Requested resources should be clearly made and consistent with NIMS typing. Mission description should be clear, concise and thorough. Health and Safety field should not be left blank. In one instance a Req A actually provided the specific hotel (name, address and phone number) to contact for living; this implies a solicitation of that particular business, which is improper.

ADDITIONAL OBSERVATIONS

When responding to EMAC requests, states would thoroughly look at the request and match the state specific resource.

RECOMMENDATIONS

As stated in the Areas for Improvement.

PARTICIPANT FEEDBACK

Participant feedback is indicative of an increased level of understanding of the EMAC request process following the exercise. Twenty participants provided feedback. All that ranked their knowledge of the process as low, except one, at the beginning of the exercise increased their knowledge level while those ranking themselves in the moderate and high knowledge categories was two times greater after the exercise.

Knowledge & Experience level with making requests for Federal resources

	Before Exercise	After Exercise
High	4	9
Moderate	5	10
Low	11	1

Legend: ■ Low ■ Moderate ■ High
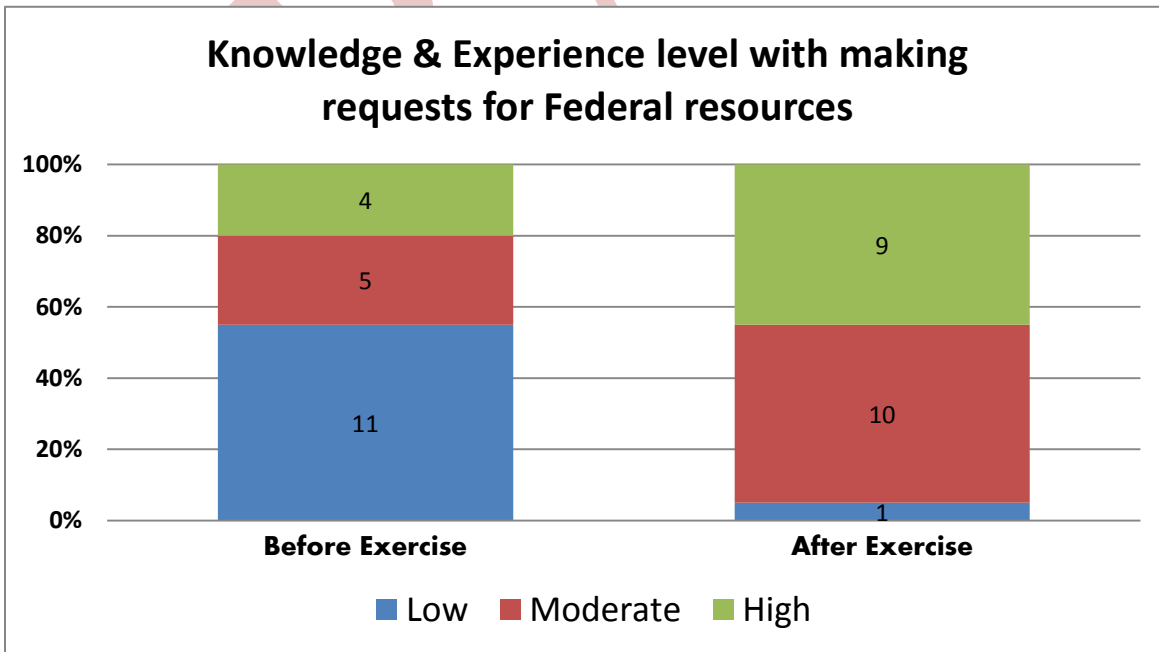
REQUESTS FOR FEDERAL RESOURCES THROUGH THE ACTION REQUEST FORM (ARF)	
STRENGTHS	**AREAS FOR IMPROVEMENT**
The State agencies participating in the exercise were very familiar with the challenges that a scenario like the one for the exercise would bring to their State and agency. There seemed to be good coordination within the State agencies.	When State agencies complete a request for federal assistance they should ***identify the need and not the asset***. For example, instead of requesting "USDA Animal Care Pet Shelter Management Teams" request "Pet Shelter Management Teams". This provides FEMA with flexibility to assign the federal agency or a contractor with the capabilities to perform the mission. It is critical for State agencies to be familiar with their State Emergency Management's process to request federal assistance. Under Stafford Act incidents, requests for federal assistance must be coordinated through the State Emergency Management Agency to FEMA. Agencies within a State cannot submit ARF's directly to federal agencies; they must be approved by the State Approving Official (See signature block on ARF, Section II, field 9) and then forwarded to FEMA.

ADDITIONAL OBSERVATIONS/RECOMMENDATIONS

A State request for federal assistance with supporting an Animal Resource Coordination Group (ARCG) would most likely be approved through FEMA as a Technical Assistance Mission Assignment for federal support to that group. The leadership of an ARCG would probably vary by incident but the entities that make up the group would probably better function more in a coordinated effort instead of one entity taking a sole leadership role. However, any federal personnel assigned to the ARCG cannot direct State or NGO resources as they are not owned by the federal government. Multiple ARCG's could be established if needed (and requested by additional States) and if multiple ARCG's required support from a higher element, a Regional ARCG could be established to support the group of ARCG's. It would be essential for the ARCG's to integrate within the Incident Organizational structure, somehow, somewhere. This could be through the State's Organization structure or possible through the federal ESF-11 structure (if activated). Perhaps a follow-up exercise where an ARCG is actually formed and given assignments would help clarify a few of the issues that remain.
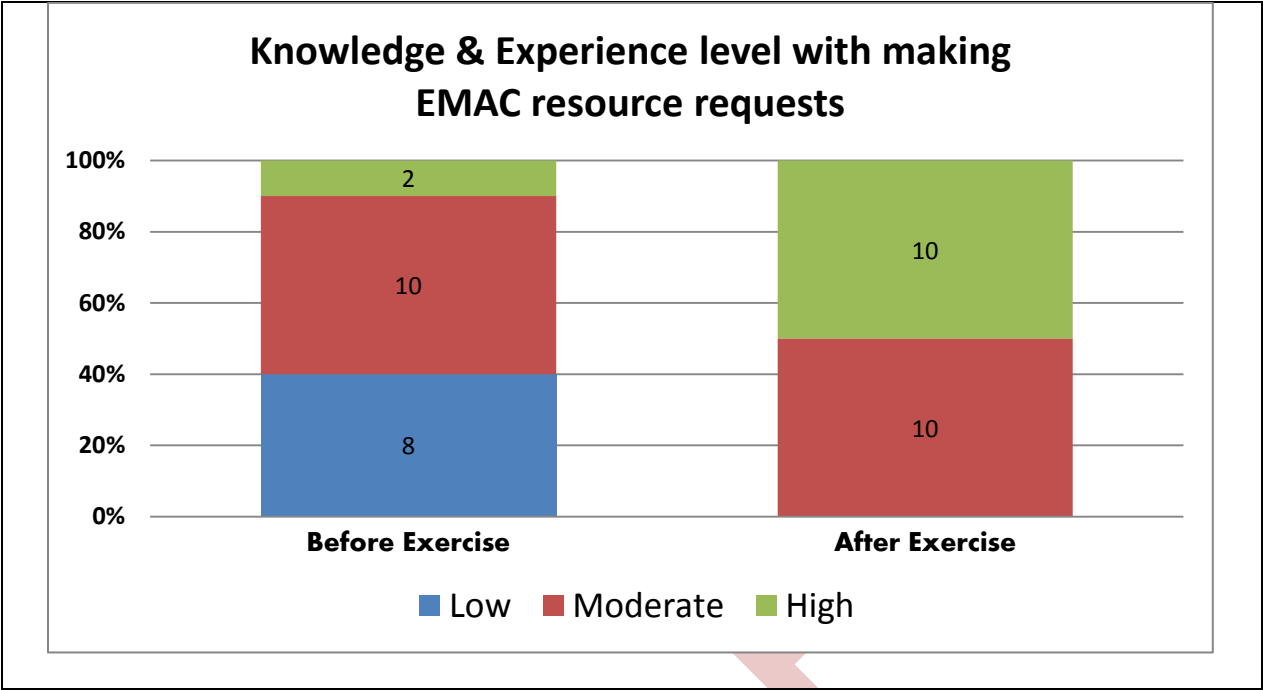
PARTICIPANT FEEDBACK

Participant feedback is indicative of an increased level of understanding of the Federal ARF request process following the exercise. Of the 20 participants providing feedback, all that ranked their knowledge of the process as low at the beginning of the exercise increased their knowledge level while those ranking themselves in the high knowledge category was five times greater after the exercise.

Knowledge & Experience level with making EMAC resource requests

(Before Exercise: Low = 8, Moderate = 10, High = 2; After Exercise: Moderate = 10, High = 10)

Lessons Learned and Participant Feedback Survey

Exercise participants provided positive feedback for the exercise events and for the learning that occurred. The list of lessons learned as stated by the participants is in Appendix B.

The summary of the online Participant Feedback Survey is in shown in Appendix C. The survey elicited response to 12 separate questions including: Respondent role in the exercise, organization represented, evaluation of the general impact of the exercise, knowledge/experience level making EMAC, Federal and NGO requests before and after the exercise, main strengths and areas for improvement, and recommended steps for making the improvements, and recommendations for additional training and exercises, and improvements for future exercises.

Primary gaps identified by the participants relate to a need for consistent resource typing at all levels (local, state and Federal) and establishing mission ready packages (MRPs) with standardized content and defined costs. Activation of a resource coordinating group and use of shared electronic tracking systems during an incident were identified as desirable components of effective resource management.

The analysis of capabilities considers the lessons learned, participant feedback, the SME feedback, and direct observations of the demonstration of the Capabilities and recorded on the Exercise Evaluation Guides.

ANALYSIS OF CAPABILITIES

Capabilities-based planning allows planning teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were derived from the Core Capabilities. This section of the report reviews the outcome of the exercised capabilities, activities, and tasks and associated recommendations. Observations are organized by capability and associated activities.

Exercise Objectives, Capabilities and Activities

Objectives

Each of the general objectives was met by the participating states.

- Individual states identified resources needed for responding to the event during the morning of the first day of the exercise.

- Individual states practiced their process for requesting needed resources by submitting (a) an approved EMAC request, (b) a request for NGO assistance, and (c) a completed Action Request Form (ARF) for federal government assistance during the first day of the exercise. A list of the resources that were requested during the exercise is shown in APPENDIX D.

- Individual states received and responded to an EMAC request on the second day of the exercise.

Capabilities and Activities

The specific resource management capabilities selected for evaluation were resource identification, acquisition and assignment, as well as communications and operational coordination of the resources needed to manage companion animals during a large scale incident that impacts multiple states and jurisdictions.

The capabilities linked to the exercise objectives are listed in the following section. Each capability has activities and associated tasks that were felt to be significant markers for evaluation of resource management capabilities.

Core Capabilities

CAPABILITY 1: CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION		
Capability 1 - Activity 1	Develop and Maintain Plans, Procedures, Programs and Systems	
Tasks	*Metric*	*Comments*
1.1.1 Establish resource tracking system for resource inventories at the state and federal levels.	Partially Met	Some states demonstrated a

			state/local tracking concept but the process was inconsistent from state to state.
Capability 1 – Activity 2	Direct Critical Resource Logistics and Distribution Operations		
1.2.1 Identify existing internal jurisdiction-specific resources available to support response and recovery operation in response to EMAC requests from other states and players.			
Tasks		*Metric*	*Comments*
A. Shelter Team Characteristics and logistical support needs were considered.		Met	.
B. The number of shelters and estimated number of animals per shelter was included in the evaluation.		Met	
C. Participants considered the number of shelter teams the state could provide. Shelter team make up and capability was considered.		Met	
D. Consideration was given to the highest number of vulnerable animals or special needs (labs, large kennels, exotics, etc) that should be assessed and assisted		Met	
E. Participants developed an IAP and Situation Reports to communicate situation and resource needs to local state federal and NGOs.		Partially met	Some states developed an IAP
F. An EMAC request was made using the REQ-A form		Met	
G. An Action Request Form (ARF) for two federal resources was initiated and passed through the State EOC for approval and issuance of a Mission Assignment (MA).		Met	
Capability 1 – Activity 2		*Metric*	*Comments*
1.2.2 Make a determination regarding the need for additional external resources and the implementation of a critical resource logistics and distribution plan.		Met*	*Resources were requested via EMAC, ARF and NGOs
Capability 1 - Activity 3	Activate Critical Resource Logistics and Distribution		
Tasks		*Metric*	*Comments*
1.3.1 Implement Plans and procedures for providing resources		Met	

Tasks	Metric	Comments
to other states.		
1.3.2 Meet ongoing resource support needs through appropriate procurement procedures, cost analysis, and determination of available resources from the EOC/MAC or Initial Operating Facility (IOF).	Partially met	Resource typing, Costs, MRPs need definition.
1.3.3 Determine cost of resources that are requested through the EMAC process.	Partially met	Cost of resources has not been determined in most cases.
1.3.4 Implement a resource tracking system for resources provided to other states and requesting agencies.	Not met	A shared tracking system is not available.
1.3.5 Report and document the incident by completing and submitting request forms, reports, documentation and follow up notation.	Not observed	Insufficient time.

Capability 1 - Activity 4	Respond to Needs Assessment and Inventory	
Tasks	Metric	Comments
1.4.1 Determine additional human and material resources needed to support response.	Partially.	Resource typing is inconsistent.
1.4.2 Request needed resources from EOC/MACC/IOF.	Not Met	A central point of coordination was not established.
1.4.3 Identify and inventory by type and category animal emergency resources available to support emergency operations including facilities, equipment, personnel, and systems.	Partially met	Resource typing is inconsistent.

CAPABILITY 2: COMMUNICATIONS: OPERATIONAL COORDINATION

Capability 2 – Activity 1	Develop and Maintain Plans, Procedures, Programs and systems.
2.1.1 Develop communications plans, policies, procedures and systems that support required communications with all Federal, regional, state, local and tribal governments and agencies as well as voluntary agencies.	

Tasks	Metric	Comments
A. Coordinate with ESF 6, 11 and/or state counterparts to assess animal facilities and populations in the impact area.	Met	
B. Establish communication with coastal county animal response units/groups (ESF 11, 17) to determine gaps in capabilities.	Partially met	ESF 17 is not utilized by all states.
C. Establish lines of communication with inland (receiving) county animal response units/groups (ESF 11, 17) to assess receiving capabilities and to identify resource gaps.	Met	

Analysis and Recommendations

The capabilities evaluated during the exercise were: Critical Resource Logistics and Distribution, and Operational Coordination. These capabilities are overlapping and interdependent. As such, analysis of the outcomes and recommendations from the exercise are, in most instances, applicable to elements of both capabilities. The primary finding from this exercise is validation of the need for consistent resource definition and typing at all levels. Optimal companion animal resource management plans and operating procedures cannot be established until this occurs.

The following section describes key findings related to the selected capabilities and provides discussion and recommendations.

CAPABILITY 1: CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION

1.1.1 Develop and Maintain Plans, Procedures, Programs and Systems

The primary issues identified are related to inconsistent and incomplete resource typing. Identification of, requests for, cost assignment, and other key aspects of companion animal emergency resource management is contingent upon standardized definitions an understanding of what is available, where the resource can be acquired, and the process for requesting and managing the resource. Standardized mission definitions and mission ready packages (MRPs) were identified as necessary components of successful resource management.

Resource Typing Issues that were identified:

- NGOS use the NIMS resource list.
- Some resources that were requested are not typed in either the SAADRA or NIMS lists and the definition of the resource may vary from state to state.

NIMS typing is inclusive of seven typed resources:
   o Animal Protection: Large Animal Rescue Strike Team
   o Animal Protection: Large Animal Sheltering Team
   o Animal Protection: Large Animal Transport Team
   o Animal Protection: Small Animal Rescue Strike Team
   o Animal Protection: Small Animal Sheltering Team
   o Animal Protection: Small Animal Transport Team
   o Incident Management Team Animal Protection
     http://www.fema.gov/pdf/emergency/nims/508-1_animal_health_resources.pdf

SAADRA has developed a resource list that has not yet been included in the federal list of typed resources. SAADRA definitions and NIMS categories/definitions differ. The SAADRA typed resources are:

- o IMT Small Animal
- o IMT Large Animal
- o Damage Assessment Team
- o CA Treatment Shelter
- o CA Sheltering Team
- o LARGE Animal TX Shelter
- o LARGE Animal Transport
- o CA Transport Team
- o LA Search And Rescue
- o CA Search And Rescue
- o VET Strike Team (VMAT Medical Team)
- o CA Evac / Reentry Team

Abbreviations:
CA= Companion Animal
LA=Large Animal

Mission-Ready packages (MRP) were identified by most venues as a necessary element for optimal resource management and response.

- There is general consensus that mission-ready packages are necessary for optimal response.
- Mission-ready package attributes should provide key operational capabilities for specific missions
- Mission-Ready Package Assignment and definition involves several tasks including consistent resource typing, defined costs, mission descriptions, and assignment of the capabilities of a specific mission ready package

Recommendations:

1. Resources should be typed and consistent descriptions and definitions established at all levels (local, regional, State, Federal, and Non Governmental Organizations).

a) The NIMS resource typing should continue and should be amended to include the SAADRA resources. Resource definitions should be clarified and consistent definitions developed and adopted for use at all levels. NIMS oversight would provide national consistency.
b) A consistent policy regarding request and utilization of NGO resources should be established.

c) Resources that are not typed on either the SAADRA or NIMS lists should be identified and consistent definitions established.

d) A unique list of all typed resources should be developed and communicated to all states. Consistent definitions should be utilized for EMAC, ARF and NGO resource requests.

e) Pre-scripted resource requests would solidify the standardization of the resource types and could be utilized at all levels.

2. Mission Descriptions should be standardized and key resources identified that will support the mission.

3. Mission-Ready packages (MRP) should be defined to include the resource, associated cost and the request process for the package.

4. Standard operating guides and processes for requesting resources should be established and a Request Matrix developed.

   The Resource Request matrix should
   - describe the process of requesting resources from the various sources
   - clearly delineate which resources are available from each entity including State, NGO and Federal (EMAC. NGO, ARF) resources
   - provide reference to the typed resources and other defined resources or MRP.

CAPABILITY 1: CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION
CAPABILITY 2: COMMUNICATIONS: OPERATIONAL COORDINATION

1.1.1 Establish a resource tracking system for resource inventories at the state and Federal levels.

1.3.4 Implement a resource tracking system for resources provided to other states and requesting agencies.

2.1 Develop communications plans, policies, procedures and systems that support required communications with all Federal, regional, state, local and tribal governments and agencies as well as voluntary agencies.

Some states demonstrated a state/local tracking concept but the process was inconsistent from state to state. An interactive system that could be viewed by all operations centers could serve to bridge the gap and communicate resource availability and deficiencies as well as the location of critical resources.

Success of the tracking system is contingent upon consistent typing of resources and definition of resource packages and/or mission ready packages (MRPS).

Competition for resources will occur and State agencies should understand the need to identify

the resource by capability rather than by specific asset. At the same time, State agencies must be familiar with their State Emergency Management's process to request federal assistance.

Tracking the resources that have been requested by all states is key to effective coordination and management of the incident.

Reference: ARF feedback areas for improvement, page 18, for full discussion of the resource request process for Federal resources.

Recommendation 5

Consistent use of electronic tracking systems (i.e., WebEOC, e-Tracking, etc.) can establish a system for optimal utilization of the available resources as well as improve situational awareness during an incident.

The tracking system would allow all coordination sites to view requests and make decisions based on the availability of the collective resources and multi-jurisdictional distribution and utilization of the resources.

At a minimum, each operations center should have a system of tracking resources that are requested and assigned through the EMAC, ARF and NGO process, from the origin of the request through assignment and demobilization.

Resources that are requested should be assigned a unique tracking number.

- Survey State EOCs to determine whether an electronic incident management system is utilized.
- Evaluate the capability of the existing systems to share information across multi-jurisdictions.
- Determine a method of interface of existing systems.
- Establish a method of assigning a tracking number to each resource requested.

CAPABILITY 1 ACTIVITY 3 ACTIVATE CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION

1.3.2   Meet ongoing resource support needs through appropriate procurement procedures, cost analysis and determination of available resources from the EOC/MAC or resource coordination group.

1.3.3   Determine the cost of resources that are requested through the EMAC process.

Participants have not consistently assigned costs associated with the resources that could be provided to support multi-jurisdictional incidents.

Recommendation 6

Resource Costs must be identified for inclusion in the resource requests. Factors to be considered in resource costing include:

- Resource costs must be assigned by the owner of the resource.
- Resources unique to agriculture should have a cost assigned.
- General equipment costs that have been defined by the General Services Administration (GSA) and by State Operations Centers (SOCs) should be available for reference and included in the costing of requested resources.

CAPABILITY 2: COMMUNICATIONS: OPERATIONAL COORDINATION

Communication and operational coordination issues that were identified include the need for an animal resource coordination group and a resource tracking system that would provide all participants with situational and resource awareness when multiple jurisdictions are involved.

Recommendation 7

An Animal Resource Coordination Group should be considered when multiple jurisdictions are involved in an incident. Key activities that should be addressed by the Resource Coordination Group include:

- Establish triggers for activation of the Animal Resource Coordination Group.

- A list of resources and the location of the resources should be available.

- Guidelines for prioritization and allocation of available resources (at all levels) should be established.

- Individuals that are trained in resource coordination and have experience and knowledge of the agriculture resource management process should be identified.

CONCLUSION

This exercise provided participants with a realistic and essential opportunity to evaluate resource management challenges related to companion animal evacuation and sheltering during a large scale incident involving multiple states and jurisdictions. Feedback from the participants demonstrated that valuable lessons were learned and opportunities for improving processes and systems identified.

Participating agencies identified areas for improvement that are specific to their jurisdiction and are encouraged to implement changes that will result in improving their internal processes. Some of the areas for improvement overlap with the general recommendations.

An improvement and corrective action matrix has been developed and is available in Appendix A. The Improvement Plan, IP, depicts the key areas for improvement and associated responsibilities.

Exercise materials, requests, references, and supporting documentation will be provided to the exercise participants on a CD.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for USDA APHIS and the University of Georgia, Center for Agribusiness and Economic Development as a result of the a findings from the ***Multi-jurisdictional Resource Coordination Operation Hurricane Brigid – Shelter the Pets Exercise*** conducted on November 14-15, 2012. These recommendations draw on participant feedback, after action report analysis and the After Action Conference. Initiation of measures to address the suggested improvements is important steps in continued development of critical capabilities for local, state and federal response. Responsible agencies should determine the steps to be taken to improve the processes and establish timelines for completion.

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Start Date	Completion Date
Capability 1 Critical Resource Logistics and Distribution	**Recommendation 1** Resources should be typed and consistent descriptions and definitions established at all levels for EMAC, ARF and NGO use.	**Recommendation 1.a.** NIMS resource typing should continue, and incorporate SAADRA resource types and definitions	NIMS Resource typing should be amended to include SAADRA resources.	Critical Resources Logistics and Distribution Resource typing	APHIS FEMA Working Group Ag/Animal State Agencies	December 2012	December 2013
		Recommendation 1.b. Develop a policy for utilization of NGO resources	Establish a consistent policy regarding request and utilization of NGO resources	Resource Management	NGO organizations in concert with FEMA and EMAC.	December 2012	December 2013
		Recommendation 1.c. Resources that have not been typed by NIMS or SAADRA should be identified and defined. Consistent definitions should be utilized for EMAC, ARF and NGO resource requests.	Develop list of the available resources that have not been specifically typed. Include resources as typed resources, or as available for request. Provide a unique list of the typed resources for use by states. Implement a system for maintaining a resources list.	Critical Resources Logistics and Distribution	Local, State, Federal and NGOs	December 2012	December 2013
		Recommendation 1.d. Revised / expanded NIMS Resource typing should be adopted for use at all levels.	NIMS oversight with implementation will provide national consistency at all levels.	Resource typing	DHS/FEMA Integration Center/NIMS	December 2012	December 2013

Capability	Observation Title	Recommendation	Corrective Action	Capability	Responsible Agency	Start Date	Completion Date
Capability 1 Critical Resource Logistics and Distribution *Continued*	**Recommendation 1** Resources should be typed and consistent descriptions and definitions established at all levels for EMAC, ARF and NGO use.	**Recommendation 1.e**. Pre-scripted resource requests would solidify the standardization of the resource types and could be utilized at all levels.	Develop a resource list that identifies where specific resources are acquired and pre-script the request forms to direct users to the appropriate source.	Resource Management	APHIS NGOs FEMA Sate Dept of Agriculture	December 2012	December 2013
	Recommendation 2 Mission descriptions are not consistently defined.	Develop consistent mission descriptions and key resources for each mission.	Define key missions and determine which resources are needed for each mission. Create standardized lists.	Critical resource logistics and distribution	APHIS Sate Dept of Agriculture & FDA	December 2012	December 2013
	Recommendation 3 Mission Ready Packages (MRPS) should be available for use during incidents.	Mission Ready Packages should be defined and associated costs assigned.	Assign resources to key missions and determine resources needed in the mission ready packages. Determine costs.	Critical resource logistics and distribution	APHIS SAADRA Sate Dept of Agriculture FEMA	December 2012	December 2013

Capability	Observation Title	Recommendation	Corrective Action	Capability	Responsible Agency	Start Date	Completion Date
Capability 1 Critical Resource Logistics and Distribution *Continued*	**Recommendation 4** A resource request Matrix should be developed	A resource request matrix that describes the process of requesting resources and delineates which resource is available from each entity should be developed.	Describe the request process, delineate the resources which are available from each entity including State, NGO and Federal sources, and provide reference to typed resources and other resources that are available (i.e. the MRPs)	Resource Management	APHIS FEMA NGOs, Sate Dept of Agriculture	December 2012	December 2013
Capability 1 Critical Resource Logistics and Distribution and **Capability 2** Communications: Operational Coordination	**Recommendation 5** Establish a resource tracking system for resource inventories and utilization at the State and Federal levels.	**Recommendation 5** Implement measures to determine the feasibility of shared electronic resource information across jurisdictions during incidents and implement measures to utilize a shared system.	Survey State EOCs to determine whether an electronic incident management system is used. Evaluate the capability of the existing systems to share information across multiple jurisdictions. Determine a method of interface of the systems. Establish a method of assigning a tracking number to each resource requested.	Resource Management Operational Coordination	State EMA and SAADRA in cooperation with Multi-State Partnership	December 2012	December 2013

Capability	Observation Title	Recommendation	Corrective Action	Capability	Responsible Agency	Start Date	Completion Date
Capability 1 Activity 3 **Activate Critical Resource Logistics**	**Recommendation 6** Resource support needs require appropriate procurement procedures and cost information.	**Recommendation 6** Resource costs must be identified for inclusion in the resource requests.	Resource owners should assign costs to the Agriculture specific resources. GSA general equipment costs should be utilized for general equipment. MRPs should consider both cost sources if general equipment is included. Cost information should be communicated to the EMAC for inclusion in the total cost of a packaged resource.	Resource logistics Resource management	State and local agencies	December 2012	December 2013
Capability 2 Communications and Operational Coordination	**Recommendation 7** Effective Resource Coordination during multi-jurisdictional incidents is essential.	**Recommendation 7** Establish an animal resource coordinating group when multiple jurisdictions are involved in an incident utilizing existing ICS structure.	Establish triggers that will determine when an Animal Resource Coordination Group should be utilized. Develop resource lists and guidelines for prioritization and location of resources.	Operational Coordination Resource Management	State Emergency Management Agencies	December 2012	December 2013
		Assure NGO representation in Regional Resource Coordination.	Establish a process for inclusion of NGO rep in RRCC				

APPENDIX B: LESSONS LEARNED

Each player venue was asked to complete and return a Self Evaluation following exercise play. The Lessons Learned that were identified by the states are shown in the table below.

The exercise further emphasized the need to progress to Mission Ready Packages vs. just knowing how to 'EMAC'
More effort needs to be placed on completing the entire preparedness list of activities in order to most expediently deploy resources. This is an ongoing process as resource availability changes.
We have been busy preparing for catastrophic which is expensive. We need to keep a two pronged focus on building more support for local team development, community engagement, a JIT an processing of volunteers.
Many people are retiring from long held positions that influence our sphere of emergency management. We need to educate and gain some respect for ESF 11 with newcomers in positions of authority.
There are numerous details that can arise when making requests for resources. Being as prepared as possible ahead of time can help to reduce confusion.
There are a number of people who can be consulted to assist states with their efforts to request AER resources; on state and federal levels as well as NGO leads. It's best to confer with them because circumstances of the event can dictate event-specific information that will be needed by states.
There is no time like the present to get something done. Even drafts are better than nothing to help being prepared.
Need additional Mission Ready Packages.
Good exercise: it was a good review of the EMAC process.
We need a better understanding and implementation of animal and pet shelter resource typing. What is the process? Does having an asset nationally typed imply that the resource is deployable: I would say yes but how then does that mix in if the resource is a CART comprised primarily of volunteers?
Need a better understanding of both federal and other state resources that may be requested.
Need for a benefit analysis of use of relying primarily on NGOs versus just in time training for volunteers when multiple states are impacted and NGO resources are quickly depleted.
Use of volunteer resources with EMAC.
Can WebEOC be emphasized in future exercises? It would be useful to know of other states that use it as well.
The need for more detailed request/reports.
Better understanding of hierarchy/chain of command. Need and importance of knowing chain of command.

APPENDIX C: PARTICIPANT FEEDBACK SUMMARY

**Please indicate the degree to which you agree or disagree with the following statements:**

#	Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total Responses
1	The exercise objectives were met.	14	6	2	0	0	22
2	The exercise was well structured and organized.	10	12	0	0	0	22
3	The participants included the right people in terms of responsibility and disciplines.	5	17	0	0	0	22
4	My organization is better prepared to request needed resources as a result of participating in this exercise.	9	11	2	0	0	22
5	My organization is better prepared to respond to resource requests as a result of participating in this exercise.	8	9	4	0	0	21
6	The pre-landfall conference call was useful.	7	12	2	0	0	21

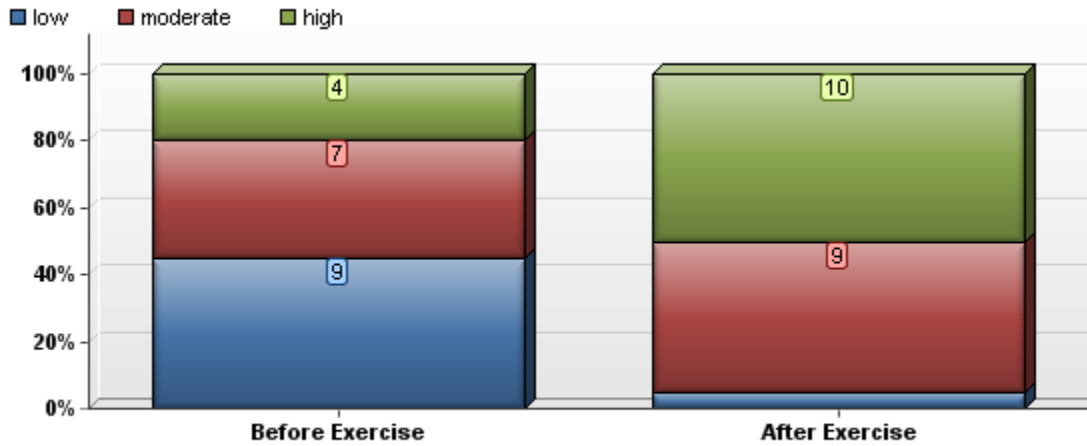## Please indicate your knowledge/experience level of making EMAC requests:
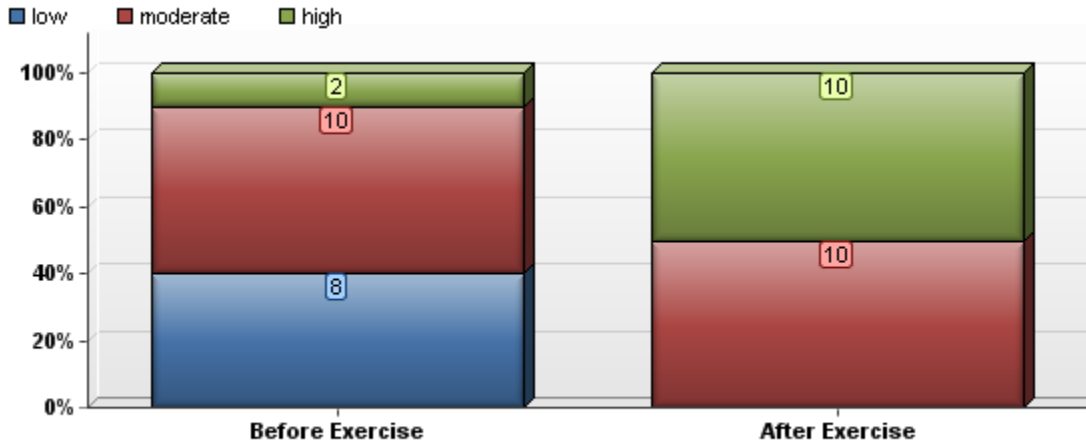
Question	low	moderate	high	Total responses
Before Exercise	8	10	2	20
After Exercise	0	10	10	20

Please indicate your knowledge/experience level of making requests for Federal resources:
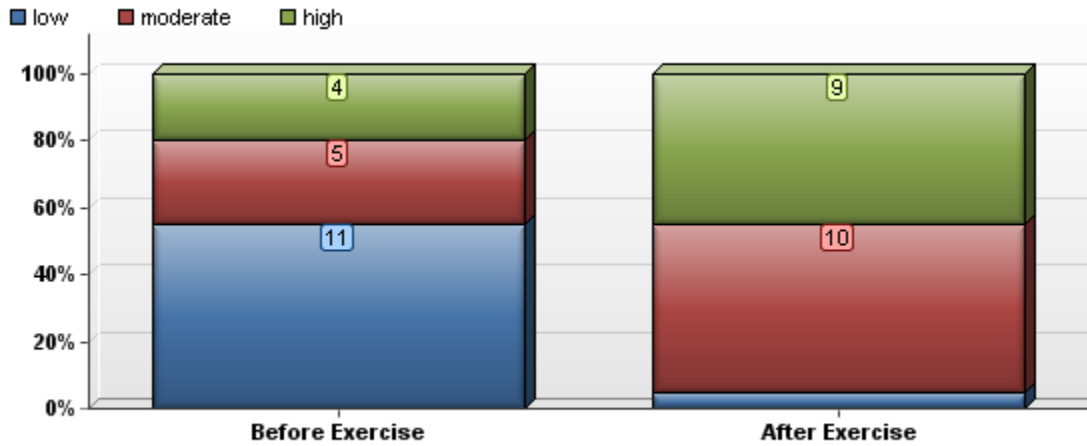
Question	low	moderate	high	Total responses
Before Exercise	11	5	4	20
After Exercise	1	10	9	20

Please indicate your knowledge/experience level of making requests for NGO resources:

Question	low	moderate	high	Total responses
Before Exercise	9	7	4	20
After Exercise	1	9	10	20

Please indicate your knowledge/experience level of filling or responding to EMAC requests:
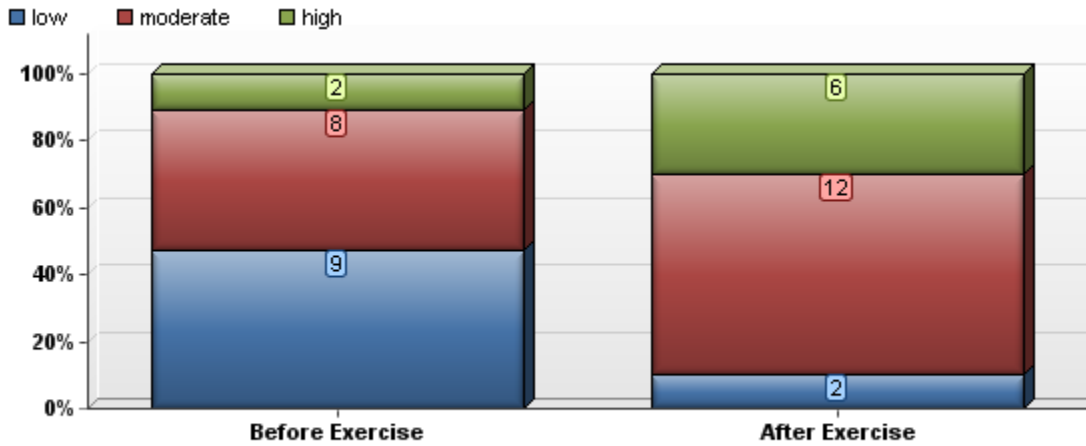
Question	low	moderate	high	Total responses
Before Exercise	9	8	2	19
After Exercise	2	12	6	20

Indicate three main strengths you observed during the process of your state response and completing requests.

1.	2.	3.
A better understanding of Pet Friendly Shelters	What resources are needed to aid in pet rescue	When to ask for federal help/ Emac Requests
Good communication with our SEOC EMAC person.	We have our resources typed, therefore, knew what requests we were able to fill.	Had some previous knowledge of EMAC, ARF and NGO request procedures.
Good working relationship with state emergency management.	ESF11 state resources had been identified and typed and entered into WebEOC.	Discussed possibility of responding to EMAC requests and what we could provide and what we would have difficulty responding to.
Good practice for creating detailed requests	Good practice for creating detailed request responses	Opportunity to strengthen relationship with EMD Approving Authority
team work	Resource knowledge	Willing to learn new things
Good communication skills	Good discussion	
Reviewing the EMAC process		
Good Baseline knowledge of resources throughout the state that may be used in response operations	Good understanding of assesses potential need versus current capabilities	Great working relationship with State EOC logistics section which helps in processing requests
NA	NA	NA
Effectively worked through process	Good communication with team	Good cooperation with EMA
good communication between SEOC and LDAF	the few dedicated emergency program personnel worked well together	pre planning with ARF verbiage helped develop request
Great discussion	Good communication	Good role definition
having done it makes it easier	glad of our partnerships already used	nice to see other resources from partner states
willingness to learn	learned about pre-scripted messages	
Fed to Local participation	Provided for multiple responses in EMACs	Real available resources from out of state

What are the three main areas for improvement for your organization/state or the region? Please be specific.

1.	2.	3.
We need to get a better list of available resources that DNR has to aid with pet rescue	Communications with the correct DNR agency	Practice the EMAC request process and proper paper work to fulfill EMAC requests
Need to do Mission Ready Packages.	Need to be able to work through the forms more quickly.	Need to be more familiar with what can be EMAC'd. (volunteers)
Providing state emergency management with Mission Ready Packages of ESF11 resources that can be EMACed.	Improve our equipment and supply inventory lists so that we can determine at any given time what and how many of our supplies are on hand and what needs to be purchased to replenish our inventory.	
Need to complete pre-scripted missions and costs	Need to continue to re-recruit and train AER volunteers and integrate them into state response plans	Need to have all materials available in WebEOC
WebEOC access	Update resource lists	More staff and training
Sharing emergency plans with new employees	Knowing the proper chain of command	Knowing contact information for various organizations and agencies
preparing mission ready packages		
Need to better understand typing for animal health and pet sheltering	Need for more trained volunteers within Virginia that work for either the state or localities	We need a better system for logging training and other information relating for CARTS
Better understanding of area coordination group	Critical infrastructure assessment	Increase state level understanding of federal ESF11
Need to have a standardized resource typing document nationally	the region needs to have more typed resources	mission ready packages should be completed on typed resources
Need dedicated emergency program personnel	need 3-deep in program planning	develop local resources

Better written policies/plans	Better dissemination of information	Better knowledge of chain of command
all need better typing of resources	NC is interested in understanding points of distribution better for shelter in place situations....how to support those efforts through utilizing requested personnel/resources etc	understand better the use of something like an animal resource coordinating group
know what is available in state from all sources	more trained people to operate in SOC	practice developing concept of operations
My state EOC didn't participate, so there was no one for me to ask questions of in filling out EMAC form	Wasn't clear to me as a participant who to go to for a "ruling" - for instance, when i got EMAC requests from various states, needing the same resource, i could really only give it to one state - I ultimately assumed it was to everyone's benefit to provide capability to all the requested so they could process and evaluate EMAC cost responses	I never received feedback "deployment request" or any action after submitting EMAC response requests to center - what was the next step?

What specific steps do you recommend to correct these areas for improvement?

1.	2.	3.
Organizing a list of available resources within our agency	reach out to other DNR agencies to make them aware of our responsibilities to Aid with ESF11	Practicing EMAC request more
We will do Mission Ready Packages.	We need to review forms again.	We need to find out if our MART members can be EMAC'd to other states.
Set up planning meetings with the appropriate personnel with MBAH to complete MRPs to the extent of adding costs to the package.	Continue to look for inexpensive computer software that can assist and improve our inventory management.	Continue to work with our EMAC Coordinator at MEMA.
Ongoing - continue support of development of county and regional AER resources	Ongoing - meet with ESF-17 support organizations	Ongoing - clarify realistic response expectations with state emergency managers
more training		
Share emergency plans with new employees	Make sure contact information is available to anyone who may need it	
More exercises		
Research typing	Need to recruit more volunteers and train them	Need to track and keep up to date on status of any and all resources that can be used for animal health and/or pet sheltering response activities
Further discussions on coordination group	Promote HQ involvement in assessment	More state level training
National ESF 11 Resource Typing Guidance	Regional workshops to type resources	Regional workshops to prepare MRPs
request separate funding for program	appoint vs ask for program participation	utilize SCAP for local resource development
Revise plans/policies	Disseminate those revisions to staff	Create document that identifies chain of command
who knows for typing other than keep trudging forward and using it amongst ourselves	talk with those states and NGOs that we will likely EMAC/request from and work through resources and typing	continue to track the development of animal resource coordinating group and provide guidance if possible
more position specific training	internal exercises	prepare pre-scripted messages
since I submitted answers to the EMAC request, some feedback on how to improve my document would be great since there were some questions on how I charged for stuff - never heard back	a controller assigned to assist in officiating issues?	close the loop on the mobilization?

What additional trainings or exercises could your organization/state benefit from?

Text Response
Additional EMAC paper work training and a better understanding of names of resources/ Typing manual
Plan some kind of exercise/ meeting that could pull together all of our local shelter/ humane/ rescue groups/ organization to help identify who is out there and what their mission is and how they can be rolled into the Mississippi Animal Response Team.
It could be beneficial to have something similar in a year or two to practice these steps.
WebEOC, training on EMAC and ARF forms.
I think it would be good to have an exercise like this every 2-3 years
We need to do these same type of exercises more often and get to the level where states are integrating play with localities and CARTS.
EX the coordination group
How to type resources; how to prepare MRPs
Resource management
Any additional emergency response trainings. A meeting to go over MJE exercise and to summarize applicable information.
points of distribution workshop to delineate the hows, whos, whats, in conjunction with how EM already does it ....work with local EM, AC, Extension as well as state level players....associations etc. that support those guys etc.
workshops to type resources and to develop pre-scripted messages
I think this was a great first step. Would like to see the final after action report to see what everyone learned from it

Please provide any comments and/or recommendations on how to improve this or future exercises.

Text Response
I think that we would benefit if all exercise participants would use WEB EOC for this kind of Exercise to see what resource requests are needed and respond to them since this will be the case during a real disaster
I think that the people that were involved in the planning of this exercise created a very effective training tool. This exercise required us to look closer at our resources and how they could be EMACed to other states. This also gave us the opportunity to work more with our state EMA and our EMAC coordinator. No recommendations for improvement. Great job!
Just a comment that you will only receive one player feedback form from SC (this one). The other players were not as directly involved in the moment to moment exercise. You all did a great job in development and execution of the exercise.
thanks!
looks good Tammy1
Good exercise!
Wonderful exercise! Everyone got a lot out of it; one of the most useful exercises we have participated in.
Because I have experience in designing exercises, I know the heard work that went into this initial EX and am impressed by its outcome.
Account for all time zones:-) Cut down on the number of evaluations that have to be submitted.
there were almost too may emails but our problem was too few people to process them
Would like to see the final after action report to see what everyone learned from it since it is costly to repeat this

APPENDIX D: RESOURCE REQUESTS SUMMARY TABLE

Table D.1: *Resource Requests Summary*

A total of twelve Federal ARFs, thirteen EMAC, and twelve NGO requests were placed during the exercise.

Resources requested are shown in the table below.

RESOURCE	TYPE	REQUEST BY	HOW MANY	EMAC	ARF	NGO
IMT SMALL ANIMAL	I	VA, LA	3, 1	"animal health IMT"		
IMT small animal	short	SC	1	1, 6 person team		
IMT SMALL ANIMAL	II	MS	1	x		
IMT SMALL ANIMAL	III	LA	1	Personnel needed: IC-1, OSC-1, PSC-1, LSC-1, FSC-1, PIO-1, and SO-1		
DAMAGE ASSESSMENT TEAM		VA	1		Animal Care Assessment Team	
CA* TREATMENT SHELTER	II	TN	1	x		
CA SHELTERING TEAM type 1	I	VA, TN	5	x		x
CA Sheltering Team Type II	II	TN, MS	2, 1			
CA SHELTERING TEAM type III	III	VA, LA	1, 1	x		
CA TRANSPORT TEAM	I	TN	1	790 animals		
LA SEARCH AND RESCUE	I	VA	3	teams with equipment & swiftwater capability		
CA SEARCH AND RESCUE	II	WV, NC, MS	4, 1, 1	WV request with equip		x
CA SEARCH AND RESCUE	III	NC				
CA SEARCH AND RESCUE	I	VA	3	x with swiftwater rescue		

VET STRIKE TEAM (VMAT Medical Team)		GA, SC	1, 1			
VET STRIKE TEAM (VMAT Medical Team)	III	VA		10 team members max		
Animal Resource Coord Group		WV, NC			NC, WV	
Shelter Workers		VA (100), SC (?)	100	x		
Shelter Assistance		NC to AHA				x
Shelter Workers		LA	42			x
Shelter Volunteers		VA	125			
Pet Shelter SME	SME	VA, LA	1, 2			
Animal Care Team/Representative (untyped) for exotic animals (Zoos)	SME	VA, LA , SC, TN , WV, MS, TX, GA	1 each		SC 1 person for 2 days	
Animal Care Assistance AT EOC	SME	SC, LA (tech support)	1, 1		x	
LA veterinary professional	horse	SC	1	x		
Asst. State Vet, EOC ESF11	SME	VA	1	assistance & tech advice ESF-11 at EOC		
Donations Management SME	SME	NC	1			
SME or ASSESSMENT TEAM (undefined)	SME	WV check NARSC	1			x
SME	SME	MS	2		work ESF-11 desk State EOC	
CA mobile equipment trailer		GA	1	x 500 crate mobile equipment trailer with tractor and driver		
NGO MOU		GA, WV, SC	1, 1, 1			SAR
NGO Request		MS	2			LA SAR
NGO Request		SC	1			Shelter staff

Abbreviations:
- CA= Companion Animal
  LA=Large Animal
  SME= Subject Matter Expert
  MOU=Memorandum of Understanding

APPENDIX E: ACRONYMS

ACRONYMS LIST

AHA – American Humane Association
ARCG – Animal Resource Coordination Group
ARF – Action Request Form
ASPCA – American Society for the Prevention of Cruelty to Animals
EMA – Emergency Management Agency
EMAC – Emergency Management Assistance Compact
EOC – Emergency Operations Center
ESF – Emergency Support Function
FEMA – Federal Emergency Management Agency
FSC – Finance and Admin Section Chief
GSA – General Services Administration
IC – Incident Command
IFAW – International Fund for Animal Welfare
IMT – Incident Management Team
LSC – Logistics Section Chief
MOU – Memorandum of Understanding
NARSC – National Animal Rescue & Sheltering Coalition
NGO – Non-governmental Organization
NIMS – National Incident Management System
NLE – National Level Exercise
OSC – Operations Section Chief
PIO – Public Information Officer
PSC – Planning Section Chief
RR - RedRover
SAADRA – Southern Agricultural & Animal Disaster Response Alliance
SME – Subject Matter Expert
SO – Safety Officer
SOC – State Operations Center
UGA CAES – University of Georgia College of Agricultural and Environmental Sciences
USDA APHIS – United States Department of Agriculture, Animal and Plant Health Inspection Service

APPENDIX F: NARSC AGENCY LIST

NATIONAL ANIMAL RESCUE & SHELTERING COALITION MEMBER ORGANIZATIONS:

American Humane Association – Member since 2006

1400 16th Street NW; Suite 360

Washington, DC 20036

email: info@americanhumane.org

American Red Cross National Headquarters – Member since 2010

2025 E Street, NW

Washington, DC 20006

email: Link to site

American Society for the Prevention of Cruelty to Animals (ASPCA) – Member since 2006

424 E. 92nd St.

New York, New York 10128-6804

email: website@aspca.org

American Veterinary Medical Association (AVMA) – Member since 2010

1931 North Meacham Road, Suite 100

Schaumburg, IL 60173

email: Link to site

American Veterinary Medical Foundation (AVMF) – Member since 2010

1931 North Meacham Road, Suite 100

Schaumburg, IL 60173

email: Link to site

Best Friends Animal Society – Member since 2006

5001 Angel Canyon Road

Kanab, Utah 84741-5000

email: info@bestfriends.org

Code 3 Associates – Member since 2006

1530 Skyway Drive

Longmont, Colorado 80504

email: Link to site

International Fund for Animal Welfare (IFAW) – Member since 2006

290 Summer St

Yarmouthport, MA 02675

email: info@ifaw.org

National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP) – Member since 2010

P.O. Box 3546

Pflugerville, TX 78691

National Animal Control Association – Member since 2006

101 North Church St., Suite C

Olathe, Kansas 66061

email: naca@nacanet.org

Petfinder.com Foundation

4729 East Sunrise Drive, #119

Tucson, AZ 85718

email: foundation@petfinder.com

PetSmart Charities

19601 N. 27th Ave.

Phoenix, AZ 85027

email: info@petsmartcharities.org

RedRover – Member since 2006

PO Box 188890

Sacramento, California 95818

email: info@redrover.org

Society of Animal Welfare Administrators (SAWA) – Member since 2006

2170 S. Parker Road, #255

Denver, CO 80231

email: SAWAconnect@ymail.com

APPENDIX G: SAADRA STATES

Southern Agriculture & Animal Disaster Response Alliance

SAADRA's mission is to strengthen all-hazard capabilities through partnerships with the public, animal and agriculture industries, and every level of government. Both regional and individual state preparedness will be enhanced through collaborative planning, mitigation, response, and recovery efforts that help to ensure the safety and health of its citizens, food systems, agriculture infrastructure, animals, and economy.

Current members:

- **Alabama**
- **Arkansas**
- **Florida**
- **Georgia**
- **Kentucky**
- **Louisiana**
- **Mississippi**
- **North Carolina**
- **South Carolina**
- **Tennessee**
- **Texas**
- **Virginia**
- **West Virginia**

For additional information contact

Charlotte Krugler at 803-726-7801 or ckrugle@clemson.edu
or
Amanda Bernhard at 512-719-0792 or Amanda.bernhard@tahc.texas.gov

APPENDIX H:

REFERENCES AND RESOURCES (CONTENTS OF CD)

AFTER ACTION REPORT/IMPROVEMENT PLAN

EXPLAN

PLAYER HANDBOOK

NARSC AGENCY LIST

SAADRA STATES

SAADRA RESOURCE LIST

NIMS ANIMAL RESOURCE TYPING LIST

EXERCISE PRODUCTS (REQUESTS FROM EACH STATE, ETC.)