

# Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE) 2017

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After-Action Report/Improvement Plan



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## ADMINISTRATIVE AND HANDLING INSTRUCTIONS

The Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE) 2017 is an unclassified exercise. This After Action Report/Improvement Plan (AAR/IP) encompasses the overall picture for animal resource coordination during a disaster and is not specific to any listed agency.

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Multi-State Partnership for Security in Agriculture (MSP)
National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP)
Southern Agriculture and Animal Disaster Response Alliance (SAADRA)

## EXERCISE OVERVIEW

<b>Exercise Name</b>	Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE) 2017
<b>Exercise Dates</b>	July 11-14, 2017
<b>Scope</b>	Virtual functional exercise for federal, state, and private sectors
<b>Mission Area(s)</b>	Response/Recovery
<b>Core Capabilities</b>	Mass Care Service Critical Transportation Logistics and Supply Chain Management Operational Coordination
<b>Objectives</b>	<p>Exercise Objective 1: Identify and coordinate animal resources in response to a natural disaster across state lines.</p> <p>Exercise Objective 2: Demonstrate ability to effectively request out-of-state, non-governmental organization (NGO), and federal assistance for pet sheltering and other animal-related resources and/or capabilities.</p> <p>Exercise Objective 3: Respond to a minimum of one emergency management assistance compact (EMAC) request with appropriate and accurate information and other animal resource requests for assistance as needed.</p> <p>Exercise Objective 4: Develop at least three mission ready packages, which are available to deploy out-of-state.</p>
<b>Threat or Hazard</b>	Natural weather event

<b>Scenario</b>	The National Weather Service has issued severe storm warnings in your region of the United States. Numerous showers and storms are expected in association with the system, starting across portions of your region in the next 24-48 hours. These showers and storms expected to bring additional heavy rainfall to areas where the ground is saturated from recent heavy rains. Flash flooding, severe wind gusts and hail will be possible for some areas.
<b>Sponsor</b>	This exercise made possible through Cooperative Agreement No. 16-6100-0109-CA between United States Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) and the University of Kentucky.
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## EXECUTIVE SUMMARY

University of Kentucky College of Agriculture, Food and Environment and the United States Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) conducted Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE) 2017, a national, virtual exercise July 11-14 2017. The exercise planning team included representatives from:

- Federal Emergency Management Agency (FEMA),
- National Animal Rescue and Sheltering Coalition (NARSC),
- National Emergency Management Association (NEMA),
- University of Kentucky College of Agriculture, Food and Environment
- USDA APHIS Animal Care,
- USDA APHIS Emergency Management Safety and Security Division (EMSSD), and
- USDA APHIS Veterinary Services.

The exercise assessed participating state teams' abilities to identify, coordinate, request and offer resources to address the needs of pets and service animals, livestock, laboratory animals, and captive wildlife during a natural disaster scenario. Activities conducted during the exercise tested four core capabilities: Mass Care Services, Critical Transportation, Logistics and Supply Chain Management, and Operational Coordination.

MARCE 2017 expanded upon the capabilities addressed in similar exercises conducted in 2012 and 2014 through use of web-based emergency management software and real-time interaction with other states. In order to fulfill exercise objectives, participants formed state teams to:

- Identify and coordinate resources,
- Request federal, out-of-state, and NGO assistance,
- Respond to EMAC and other requests as needed, and
- Develop mission ready packages (pre-exercise).

Teams participated in two pre-exercise online trainings. Trainings were conducted via webinar, accessible on the MARCE website (<https://marce.ca.uky.edu/>). See Appendix C for more information regarding the pre-exercise trainings.

The purpose of this report is to analyze exercise results, identify strengths to maintain, identify potential areas for improvement, and support development of corrective actions.



## Major Strengths

Major strengths identified during the exercise:

- Regional and interagency collaboration led to successful coordination of resources.
- Personnel expertise and critical thinking contributed to effective player interactions.
- Pre-exercise mission ready package (MRP) development and identification of deployable resources expedited response.

## Primary Areas for Improvement

Throughout the exercise, opportunities for improvement were identified. Primary areas for improvement:

- A universally accepted standardized resource typing system and database of animal related mission ready packages are necessary to streamline the request and offer process.
- More robust resource inventory systems and awareness of resources across disciplines and levels of government will facilitate broader capability development to address animal needs.
- Increased emphasis in training and exercises at all personnel levels across disciplines and geographic areas will improve understanding of resource assistance processes and logistics.

## Exercise Participants

- Participating states: 16 (Appendix B)
- Players: 137
- Controller/Evaluators: 20
- Observers: 35
- SimCell: 15 at primary SimCell and 10 at remote locations

## ANALYSIS

Table 1 outlines ratings definitions used by the evaluation team through Exercise Evaluation Guides (EEGs) to assess achievement of exercise objectives as observed during the exercise. Tables 2 through 5 include the exercise objectives, core capabilities, and performance ratings for each capability target as observed during the exercise and determined by the evaluation team.

<p><b>Performed without Challenges (P)</b></p>	<p>The targets and critical tasks were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.</p>
<p><b>Performed with Some Challenges (S)</b></p>	<p>The targets and critical tasks were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.</p>
<p><b>Performed with Major Challenges (M)</b></p>	<p>The targets and critical tasks were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.</p>
<p><b>Unable to be Performed (U)</b></p>	<p>The targets and critical tasks were not performed in a manner that achieved the objective(s).</p>

Table 1. Ratings Definitions

Exercise Objective 1: Identify and coordinate animal resources in response to a natural disaster across state lines.				
<b>Mission Area:</b> Response				
<b>Core Capabilities:</b> <ul style="list-style-type: none"> <li>• Mass Care Services</li> <li>• Logistics and Supply Chain Management</li> <li>• Operational Coordination</li> <li>• Critical Transportation</li> </ul>				
<b>Organizational Capability Target 1.1:</b> Participate in regional coordination call <i>Critical Task 1.1A:</i> Obtain situational awareness of impending disaster				
<b>Organizational Capability Target 1.2:</b> Identify potential resource needs <i>Critical Task 1.2A:</i> Identify potential resource needs for animals considering the developing situation				
<b>Organizational Capability Target 1.3:</b> Identify deployable resources (e.g., MRPs) <i>Critical Task 1.3A:</i> Discuss at least three state resources, including MRPs that may be available to provide animal assistance during a natural disaster				
Capability Target	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
1.1	14	1	0	0
1.2	10	6	0	0
1.3	10	6	0	0
Final Rating	9	4	0	0

Table 2. Summary of Objective 1 Performance<sup>1</sup>

<sup>1</sup> Table 2 represents summary data provided by Venue Evaluators. Some Venue Evaluators did not provide ratings for every Capability Target and/or Final Rating resulting in some data sets equaling fewer than total number of playing states. In addition, two states participated in only one of two days of play.

**Exercise Objective 2:**

Demonstrate ability to effectively request out-of-state, non-governmental organization (NGO), and federal assistance for pet sheltering and other animal-related resources and/or capabilities.

**Mission Area:** Response

**Core Capabilities:**

- Mass Care Services
- Logistics and Supply Chain Management
- Operational Coordination
- Critical Transportation

**Organizational Capability Target 2.1:** Identify pet sheltering resource needs

**Critical Task 2.1A:** Determine current in-state pet sheltering capacity

**Critical Task 2.1B:** List existing pet sheltering memorandums of understanding (MOUs) or contracts

**Organizational Capability Target 2.2:** Requesting states develop and submit Emergency Management Assistance Compact (EMAC) request by end of exercise day

**Critical Task 2.2A:** State animal operations personnel and state emergency management (EM) personnel collaborate to develop EMAC request and upload to exercise EMAC Operations System (EOS)

**Organizational Capability Target 2.3:** Requesting states respond to animal resource needs utilizing an NGO by end of exercise day

**Critical Task 2.3A:** State animal operations personnel and state EM personnel collaborate to develop or activate formal NGO request for assistance

**Critical Task 2.3B:** Coordinate resource request with NGO partner

**Organizational Capability Target 2.4:** Requesting states develop and submit resource request form (RRF) by end of exercise day

**Critical Task 2.4A:** State animal operations personnel and state EM personnel collaborate to develop formal RRF request

**Critical Task 2.4B:** Submit RRF request by email to the SimCell

**Critical Task 2.4C:** Address deficiencies identified in RRF requests and resubmit for approval, if applicable

Capability Target	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
2.1	9	7	1	1
2.2	11	4	0	0
2.3	10	4	0	0
2.4	10	5	1	0
Final Rating	5	5	0	0

Table 3. Summary of Objective 2 Performance<sup>2</sup>

<sup>2</sup> Table 3 represents summary data provided by Venue Evaluators. Some Venue Evaluators did not provide ratings for every Capability Target and/or Final Rating resulting in some data sets equaling fewer than total number of playing states. In addition, two states participated in only one of two days of play.

**Exercise Objective 3:**

Respond to a minimum of one EMAC request with appropriate and accurate information and other animal resource requests for assistance as needed.

**Mission Area:** Response

**Core Capabilities:**

- Mass Care Services
- Logistics and Supply Chain Management
- Operational Coordination
- Critical Transportation

**Organizational Capability Target 3.1:** Assisting state responds to EMAC requests

**Critical Task 3.1A:** Identify any available state resources that can be offered to states requesting EMAC assistance

**Critical Task 3.1B:** Follow established procedure to respond to a request for assistance through EMAC

**Organizational Capability Target 3.2:** Assisting state provides animal resource support to address needs resulting from the disaster

**Critical Task 3.2A:** Identify capabilities to address emerging animal resource needs

**Critical Task 3.2B:** Develop plan of action to provide logistical/financial support of emerging needs (e.g., donations support, staging area management, personnel management)

Capability Target	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
3.1	6	6	1	0
3.2	9	5	0	0
Final Rating	5	3	0	0

Table 4. Summary of Objective 3 Performance<sup>3</sup>

<sup>3</sup> Table 4 represents summary data provided by Venue Evaluators. Some Venue Evaluators did not provide ratings for every Capability Target and/or Final Rating resulting in some data sets equaling fewer than total number of playing states. In addition, two states participated in only one of two days of play.

**Exercise Objective 4:**

Develop at least three mission ready packages (MRPs) which are available to deploy out-of-state.

**Mission Area:** Response

**Core Capabilities:**

- Mass Care Services
- Logistics and Supply Chain Management
- Critical Transportation

**Organizational Capability Target 4.1:** Package resources (typed or un-typed) into three MRPs

**Critical Task 4.1A:** Identify potentially deployable animal resources and associated costs

**Critical Task 4.1B:** Develop MRPs using the Microsoft Excel Mission Ready Package template found on the EMAC website at [www.emacweb.org](http://www.emacweb.org)

Capability Target	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
4.1	6	4	0	6
Final Rating	6	4	0	6

Table 5. Summary of Objective 4 Performance<sup>4</sup>

<sup>4</sup>Table 5 represents summary data provided by the Lead Controller and NEMA representatives, who evaluated Objective 4 prior to exercise play.

The following sections provide an overview of the performance related to each exercise objective and associated core capabilities, highlighting strengths and areas for improvement. This information was gathered from EEGs submitted by evaluators, 113 participant feedback forms, forms submitted by participating states throughout the exercise, and SimCell documentation.

## Objective 1:

Identify and coordinate animal resources in response to a natural disaster across state lines.

**Core Capabilities: Mass Care Services  
Logistics and Supply Chain Management  
Operational Coordination  
Critical Transportation**

## Strengths

**Strength 1.1:** Regional partnership collaboration

**Analysis:** Participants recognized positive interagency cooperation and partnerships during the exercise, especially with multiple agencies and other states<sup>1</sup>.

## Areas for Improvement

**Area for Improvement 1.1:** Resource inventory

**Analysis:** Awareness of animal-related resources was limited to the knowledge of participants because few states have robust animal resource catalogs. Participants recognized need to develop and maintain resource inventory lists (23.0%<sup>1</sup>), which was supported by Controller/Evaluator observations<sup>2</sup>.

**Area for Improvement 1.2:** Regional planning

**Analysis:** Participants recognized the need for regional planning to improve cross-border preparedness capabilities. Participants identified the need to engage additional external stakeholders in animal resource coordination<sup>1</sup>.



## Objective 2:

Demonstrate ability to effectively request out-of-state, non-governmental organization (NGO), and federal assistance for pet sheltering and other animal-related resources and/or capabilities.

**Core Capabilities: Mass Care Services  
Logistics and Supply Chain Management  
Operational Coordination  
Critical Transportation**

## Strengths

### Strength 2.1: Teamwork

**Analysis:** The vast majority of participants recognized collaborative teamwork between animal and emergency management personnel as a strength. Many states lack pre-existing relationships between these agencies, which further highlights the successful cross-disciplinary interaction (78.8%<sup>1</sup>).

While participants stated a strength was communication, some specified a strength of communications with other state agencies; other states; between animal personnel and EOC staff; and with federal agencies and NGOs (31.0%<sup>1</sup>). Participants recognized effective communication between all agencies throughout the exercise.

### Strength 2.2: External partner relationships

**Analysis:** Respondents identified strong interstate relationships between state emergency management coordinators. Also noted were the private sector and local and federal response agencies to improve their ability to fulfill requests and offers of assistance (34.5%<sup>1</sup>). Participants specifically recognized collaborations with stakeholders, federal agencies, and NGOs as strengths to address the disaster scenario.

The cooperative efforts of NARSC field response capabilities teamed with the logistics and resources from Rescue Bank filled most requests from impacted states. Continued NGO partnerships at all levels of ESF support is imperative for an overall planning piece.

State and federal partners collaborated to identify allowable costs codified in Code of Federal Regulations 44 (44CFR). Working relationships between state and federal agencies allowed for timely processing of mission assignment requests.

### Strength 2.3: Personnel expertise

**Analysis:** Varied backgrounds and extensive knowledgebase of participants facilitated efficient navigation through request processes (25.7%<sup>1</sup>). Over one-fourth of participants acknowledged teams' ability to adapt to the evolving scenario and identify creative uses of resources (26.5%<sup>1</sup>).

## Areas for Improvement

### Area for improvement 2.1: Personnel training

**Analysis:** The need for additional training was a common theme noted by participants.

- *Request processes* - Participants referenced insufficient experience as a barrier to successful execution of EMAC and federal resource requests (19.5%<sup>1</sup>). Participants faced similar challenges for NGO requests<sup>2</sup>.
- *EMAC Operations System* - Best practices to accurately request and offer assistance were not consistently followed<sup>4</sup>. Lack of EOS experience was cited as a challenge to address the scenario (15.0%<sup>1</sup>). Over half of participants had five years or fewer experience in their current professional role (55.6%<sup>1</sup>).
- *State incident management software* - Exercise participants recognized the value of incident management software but expressed the need for additional training to maximize effectiveness (11.5%<sup>1</sup>).
- *Resource typing* - Training on animal resource typing was an additional need identified by participants (4.4%<sup>1</sup>). Controller/Evaluator observations support this area for improvement<sup>2</sup>.

### Area for improvement 2.2: Animal response partnerships

**Analysis:** Nearly one-fifth of participants found that animal disaster planning and response was hindered by lack of appropriate personnel at the exercise venue (19.5%<sup>1</sup>). Functions recognized for future inclusion: finance, logistics, legal, public information, mass care, public health, and donations management. The need for representatives from the private sector animal associations were also noted.

Formal relationships with animal response NGOs do not exist in many states. Participants recognized the need to identify local resources, develop relationships, and coordinate MOUs or other planning documentation with NGOs<sup>1</sup>. Participants were unfamiliar with the NGO process at the state level. State agencies would benefit from having a list of regional NGOs and types of resources each can provide.

### **Area for improvement 2.3:** Interdisciplinary coordination

**Analysis:** Few opportunities exist for animal operations and emergency management personnel to collaborate in an exercise environment (12.4%<sup>1</sup>). Animal resource needs are not prioritized in many states' Multi-Year Training and Exercise Plans<sup>3</sup>. Animal operations and emergency management activities would benefit from integration and coordination (12.4%<sup>1</sup>). State agency personnel with extensive knowledge often did not delegate tasks or communicate relevant resource coordination information with other participants (10.6%<sup>1</sup>). Controller/Evaluator observations support the need for further interdisciplinary coordination<sup>2</sup>.

Although states have robust emergency plans in many areas, animal response plans are not as fully developed as other annexes (6.2%<sup>1</sup>). Lack of formal animal resource tracking limited effective response (19.5%<sup>1</sup>).

### **Area for improvement 2.4:** Animal operations staffing

**Analysis:** Low staffing due to limited budgets, attrition, and unfilled positions led to less effective animal emergency operations (9.7%<sup>1</sup>).

### **Area for improvement 2.5** Federal animal resource identification

**Analysis:** Federal agency animal response resources were not communicated clearly during the exercise. Available federal animal response resources were unclear even to participating federal agencies (e.g., apiary resource needs).

During the exercise, FEMA mission assignments did not have full scopes of work since federal participants were unable to identify the agencies or offices to provide the resources. Participants noted the need for a greater understanding of the available federal resources and assistance.

## Objective 3:

Respond to a minimum of one EMAC request with appropriate and accurate information and other animal resource requests for assistance as needed.

**Core Capabilities: Mass Care Services**  
**Logistics and Supply Chain Management**  
**Operational Coordination**  
**Critical Transportation**

## Strengths

### Strength 3.1: Critical thinking

**Analysis:** Drawing on diverse knowledge and training, (59.3%<sup>1</sup>) participants demonstrated resourcefulness and commitment to finding solutions to meet the needs of affected states (26.5%<sup>1</sup>).

### Strength 3.2: Deployable resources

**Analysis:** Available animal resources exist to assist affected states during a disaster (20.4%<sup>1</sup>). Controller/Evaluators observed successful collaboration between states to offer assistance, including implementation of MRPs to streamline resource deployment<sup>2</sup>.

### Strength 3.3: Interagency collaboration

**Analysis:** Effective interagency collaboration was demonstrated when state animal health officials negotiated interstate animal health requirements (i.e., certificates of veterinary inspection) for animals evacuated during a disaster<sup>3</sup>.

## Areas for Improvement

### Area for Improvement 3.1: Whole community preparedness

**Analysis:** States that did not include whole community partners in their preparedness activities experienced greater challenges addressing the scenario than those with a more robust team<sup>2,3</sup>. Involving whole community preparedness partners, in-state and regionally, to address animal needs would have improved awareness of available deployable resources and development of MRPs (19.5%<sup>1</sup>). Engaging all command and general staff functions, especially finance and logistics, would have facilitated faster deployment of animal-related resources<sup>1</sup>.

### Area for Improvement 3.2: Information technology

**Analysis:** Technological challenges complicated response to the scenario. Common issues encountered by participants included insufficient training in

existing emergency management software systems and lacking current versions of hardware and software (11.5%<sup>1</sup>).

During the exercise, the EOS was temporarily unavailable due to an unscheduled automatic software upgrade by the vendor to address security issues<sup>3</sup>.

**Area for Improvement 3.3:** Interstate communication

**Analysis:** During the exercise, most interstate communication between emergency management personnel required prompting from the SimCell and Venue Controller/Evaluators<sup>3</sup>. Requests and offers of assistance were most effective when communication between states occurred.

## Objective 4

Develop at least three mission ready packages, which are available to deploy out-of-state.

### Core Capabilities: Mass Care Services Logistics and Supply Chain Management Critical Transportation

## Strengths

### Strength 4.1: Mission ready package development

**Analysis:** Most state teams (14 of 16) submitted at least two MRPs for review prior to the exercise. Exercise Development Team members, including representatives of NEMA, evaluated MRP submissions. The majority (78.6%) of 44 submitted MRPs contained sufficient detail to meet minimum standards.

## Areas for Improvement

### Area for Improvement 4.1: Animal-related resource typing and MRPs

**Analysis:** A recognized challenge in the development of animal-related MRPs is the absence of universally accepted animal-related resource typing standards<sup>2</sup>. Two draft typing standards are currently utilized nationwide. No typed resources existed in 55%<sup>2</sup> of the MRPs submitted.

The use of MRPs is not standard in response to animal issues during a disaster. Animal emergency operations personnel are unfamiliar with the development of MRPs and EM personnel are unfamiliar with animal-related resources in general<sup>3</sup>. Resources are not required to match existing draft typing standards in order to be utilized<sup>3</sup>. SimCell personnel observed MRPs needed further development to codify and finalize for real-world deployment<sup>3</sup>.

Participants were encouraged to utilize animal-related MRPs to address the scenario. Participants recognized the value of animal-related MRPs to aid in rapid deployment of resources (23.9%<sup>1</sup>). Participants faced challenges with interstate assistance as the inventory of animal-related MRPs is low. Prior to the exercise, six animal-related MRPs were published for interstate mutual aid in MASS. An additional five were published within six months post-exercise.

<sup>1</sup> Data from Appendix E Participant Feedback Summary.

<sup>2</sup> A major theme documented by CEs in exercise evaluation guides.

<sup>3</sup> A major theme documented by SimCell personnel during the exercise.

## APPENDIX A: IMPROVEMENT PLAN

This Improvement Plan (IP) is for the Multi-jurisdictional Animal Resource Coordination Exercise (MARCE) 2017. Specific primary responsible organizations start dates, and completion dates are not included in this IP. Agency-level IPs should contain this level of detail.

### Exercise Objective 1:

Identify and coordinate animal resources in response to a natural disaster across state lines.

**Core Capabilities:** Mass Care Services, Logistics and Supply Chain Management, Operational Coordination, Critical Transportation

Issue/Area for Improvement	Corrective Action	Capability Element <sup>1</sup>	Primary Responsible Organization
1.1: Resource inventory	Develop, enhance, and/or maintain local and state resource inventory lists to address animal needs	Planning	State agencies
1.2: Regional planning	Develop, enhance, and maintain memorandums of understanding to address animal issues in disaster	Planning	State agencies NGOs
	Leverage existing multi-state animal stakeholder preparedness organizations to increase collaboration, planning and response capabilities; develop similar organizations where such partnerships are not present	Planning	State agencies

1.2: Regional planning (cont.)	Provide continued support for multi-state animal stakeholder preparedness organizations, such as the Southern Animal and Agricultural Disaster Response Alliance (SAADRA), Multi-State Partnership for Security in Agriculture (MSP), and the New England States Animal and Agricultural Security Alliance (NESAASA)	Organization	State agencies Federal agencies
	Collaborate with state emergency exercise planners and animal response agencies to include animal injects and resource needs into relevant exercises	Planning Organization	State agencies
	Engage out-of-state agencies in planning and exercises to improve cross-border response and recovery activities	Planning	State agencies
	Engage all levels of personnel, from field personnel to administrators, in planning and exercises	Planning	State agencies

<sup>1</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.



**Exercise Objective 2:**

Demonstrate ability to effectively request out-of-state, non-governmental organization (NGO), and federal assistance for pet sheltering and other animal-related resources and/or capabilities.

**Core Capabilities:** Mass Care Services, Logistics and Supply Chain Management, Operational Coordination, Critical Transportation

Issue/Area for Improvement	Corrective Action	Capability Element <sup>2</sup>	Primary Responsible Organization
<p><b>2.1:</b> Personnel training:</p> <ul style="list-style-type: none"> <li>• WebEOC/equivalent (state incident management software)</li> <li>• in-state EM processes</li> <li>• EOS</li> <li>• training exercises</li> <li>• request processes</li> </ul>	<p>Develop and/or update and deliver recurring training on the use of state incident management software</p>	<p>Training</p>	<p>State agencies</p>
	<p>Encourage personnel from all ESFs to maintain knowledge and competency of technological software and hardware used during response</p>	<p>Training</p>	<p>State agencies</p>
	<p>Conduct webinars or provide other learning opportunities on developing effective NGO and federal resource requests, including information on associated costs and potentially available resources</p>	<p>Training</p>	<p>State agencies NGOs Regional/national partnerships Federal agencies</p>

<p><b>2.1:</b> Personnel training:</p> <ul style="list-style-type: none"> <li>• WebEOC/equivalent (state incident management software)</li> <li>• in-state EM processes</li> <li>• EOS</li> <li>• training exercises</li> <li>• request processes (cont.)</li> </ul>	<p>Maintain EOS competency through:</p> <ul style="list-style-type: none"> <li>• training offered by NEMA (e.g., “EOS in Focus” and other webinars)</li> <li>• exercising Requesting State and Assisting State processes during Request and Offer phases</li> <li>• familiarizing personnel with EOS exercise system to ensure personnel can make and modify offers</li> <li>• other continuing education opportunities</li> </ul>	Training	<p>State agencies</p> <p>NEMA</p>
	<p>Conduct webinars or provide other learning opportunities on developing effective NGO and federal resource requests, including information on associated costs and potentially available resources</p>	Training	<p>State agencies</p> <p>NGOs</p> <p>Regional/national partnerships</p> <p>Federal agencies</p>

<p><b>2.1: Personnel training:</b></p> <ul style="list-style-type: none"> <li>• WebEOC/equivalent (state incident management software)</li> <li>• in-state EM processes</li> <li>• EOS</li> <li>• training exercises</li> <li>• request processes (cont.)</li> </ul>	<p>Include animal resource personnel in MRP development and pre-scripted request trainings offered by NEMA</p>	<p>Organization Training</p>	<p>State agencies</p>
	<p>Explore available options to source needs prior to making a request for federal resources</p>	<p>Training</p>	<p>State agencies</p>
	<p>Develop and conduct new interdisciplinary exercises to address animal issues</p>	<p>Training</p>	<p>State agencies Federal agencies</p>
	<p>Develop and deliver training on interdisciplinary animal resource management through a partnership with FEMA's Emergency Management Institute (EMI) or other means</p>	<p>Training</p>	<p>Federal agencies</p>

<b>2.2:</b> Animal response partnerships	Identify and/or develop and conduct workshops, exercises, training, and other disaster preparedness opportunities to engage all Emergency Support Functions, incident management functions, non-governmental organizations, commodity groups, community leaders, Extension and others	Planning Training	State agencies Regional/national partnerships
	Incorporate animal resource issues into existing state workshops, exercises and training	Planning Training	State agencies
	Coordinate and develop formal agreements with non-governmental organizations to fill potential animal resource gaps	Planning	State agencies NGOs
<b>2.3:</b> Interdisciplinary coordination	Supplement state emergency operations plans with animal resource tracking and response information	Planning	State agencies

<b>2.3:</b> Interdisciplinary coordination (cont.)	Engage animal response and emergency management personnel in disaster preparedness activities to increase collaboration and strengthen relationships	Planning	State agencies
	Eliminate silos and effectively coordinate resources through information sharing and delegation of tasks	Planning	State agencies Federal agencies
	Address animal response needs in Multi-Year Training and Exercise Plans	Planning Training	State agencies
<b>2.4:</b> Animal operations staffing	Appropriate funding to hire and train adequate personnel to address animal response needs	Equipment	State agencies
	Expand job descriptions and cross-train personnel to provide staffing redundancies for animal emergency response	Equipment	State agencies
	Coordinate state personnel needs to fill potential staffing gaps through mission ready packages from other states	Planning Equipment	State agencies

<b>2.5:</b> Federal animal resource identification	Develop a broader range of pre-scripted mission assignments and templates for State Resource Request Forms	Planning	Federal agencies
	Develop a comprehensive list of missions and federal resources available to support animal response requests from states	Planning	Federal agencies

<sup>2</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

**Exercise Objective 3:**

Respond to a minimum of one EMAC request with appropriate and accurate information and other animal resource requests for assistance as needed.

**Core Capabilities:** Mass Care Services, Logistics and Supply Chain Management, Operational Coordination, Critical Transportation

Issue/Area for Improvement	Corrective Action	Capability Element <sup>3</sup>	Primary Responsible Organization
<p><b>3.1:</b> Whole community preparedness</p>	<p>Identify and/or develop and conduct workshops, exercises, training, and other disaster preparedness opportunities to incorporate in-state and regional animal resources, including all command and general staff functions, especially finance and logistics</p>	<p>Planning Training</p>	<p>State agencies Regional/national partnerships</p>
	<p>Engage private sector stakeholders in animal emergency planning in-state and regionally</p>	<p>Planning Training</p>	<p>State agencies NGOs</p>
<p><b>3.2:</b> Information technology</p>	<p>Improve operational efficiency by upgrading to recent versions of hardware and software as needed to ensure compatibility with state, regional and federal agencies' technology</p>	<p>Equipment</p>	<p>State agencies</p>

<b>3.2:</b> Information technology (cont.)	Establish a schedule to conduct a systems check to ensure functionality and user accessibility	Planning Organization	State agencies
	Identify and/or develop mechanisms to process requests and offers of assistance in the event primary systems are not available	Planning Organization	State agencies NGOs NEMA Federal agencies
<b>3.3:</b> Interstate communication	Establish functional relationships between states to facilitate proactive communication during exercises and real-world events	Training	State agencies

<sup>3</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.



**Exercise Objective 4:**

Develop at least three mission ready packages which are available to deploy out-of-state.

**Core Capabilities:** Mass Care Services, Logistics and Supply Chain Management, Critical Transportation

Issue/Area for Improvement	Corrective Action	Capability Element <sup>4</sup>	Primary Responsible Organization
<p><b>4.1:</b> Animal-related resource typing and MRPs</p>	<p>Categorize animal response resources within recently revised FEMA animal response resource types</p>	<p>Planning Organization</p>	<p>State agencies</p>
	<p>Develop MRPs to facilitate interstate identification and movement of animal response resources</p>	<p>Planning Organization</p>	<p>State agencies</p>
	<p>Articulate available federal resources within the recently revised animal response resource types</p>	<p>Planning Organization</p>	<p>Federal agencies</p>
	<p>Continue development of animal response resource types in the FEMA National Integration Center's Resource Typing Library Tool to bring consistency in resource nomenclature</p>	<p>Planning Organization</p>	<p>Federal agencies</p>
	<p>Review MRPs and pre-scripted mission assignments at least annually for currency and to determine if modifications are needed</p>	<p>Planning Organization</p>	<p>State agencies Federal agencies</p>

<sup>4</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

## APPENDIX B: PARTICIPATING ORGANIZATIONS

Participating Organizations
<b>SimCell</b>
Federal Emergency Management Agency (FEMA) Region VIII
FEMA Region IV
FEMA Region IX
FEMA Region VI
Greater Good/Rescue Bank
Kentucky Department of Agriculture
National Animal Rescue and Sheltering Coalition (NARSC)
National Emergency Management Association (NEMA)
University of Kentucky College of Agriculture, Food and Environment
United States Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS)
USDA APHIS Animal Care
USDA APHIS FEMA Region I
USDA APHIS FEMA Region II
USDA APHIS FEMA Region IV
USDA APHIS FEMA Region VI
USDA APHIS FEMA Region VII
USDA APHIS FEMA Region VIII
USDA APHIS Veterinary Services

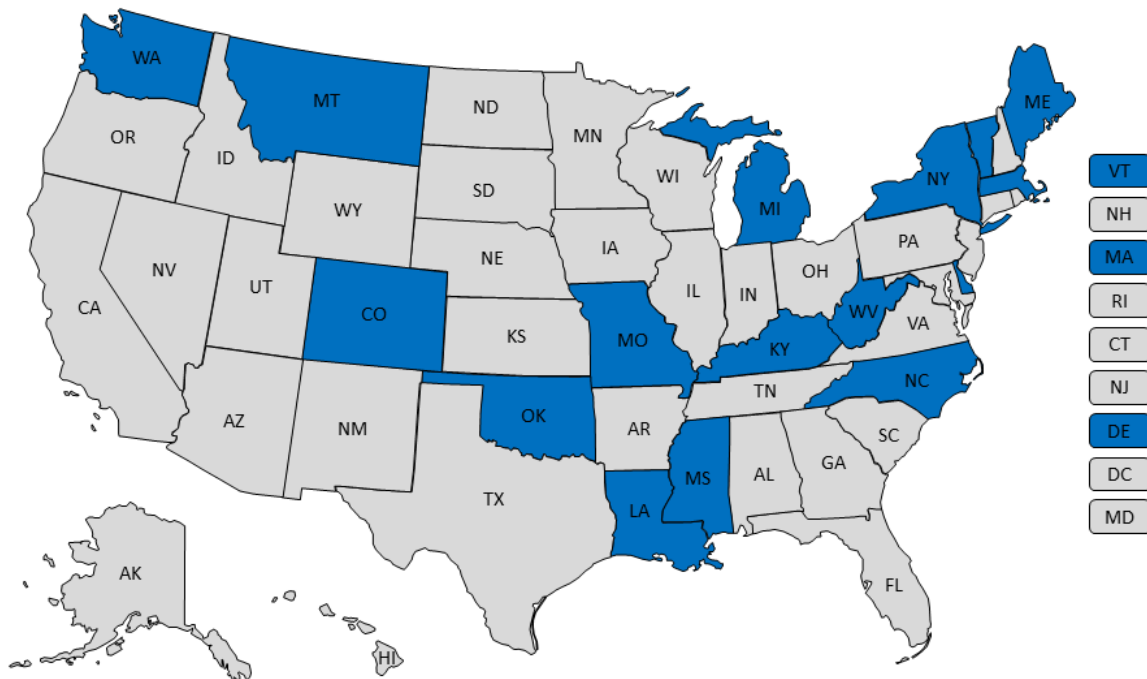


Figure B.1: Playing States

<b>State Teams (Players, Observers, Controller/Evaluators)</b>
<p>Colorado</p> <ul style="list-style-type: none"> <li>• Colorado Department of Agriculture</li> <li>• Division of Homeland Security and Emergency Management</li> <li>• Douglas County Office of Emergency Management</li> <li>• Gilpin County Animal Response Team</li> </ul>
<p>Delaware</p> <ul style="list-style-type: none"> <li>• Delaware Department of Agriculture</li> <li>• Delaware Department of Agriculture, State Veterinarian Office</li> <li>• Delaware Emergency Management Agency</li> <li>• Delaware Office of Animal Welfare</li> <li>• Delaware Office of Animal Welfare, Delaware Animal Services</li> <li>• Delaware Office of Animal Welfare, Animal Response</li> </ul>
<p>Kentucky</p> <ul style="list-style-type: none"> <li>• Kentucky Department of Agriculture</li> <li>• Kentucky Department of Agriculture, State Veterinarian Office</li> <li>• Kentucky Department of Public Health</li> <li>• Kentucky Emergency Management</li> <li>• University of Kentucky, College of Agriculture, Food &amp; Environment, Regulatory Services</li> <li>• University of Kentucky, Division of Laboratory Animal Resources</li> <li>• University of Kentucky Police, Crisis Management</li> </ul>
<p>Louisiana</p> <ul style="list-style-type: none"> <li>• Governor's Office of Homeland Security and Emergency Preparedness</li> <li>• Louisiana Department of Agriculture and Forestry</li> </ul>
<p>Maine</p> <ul style="list-style-type: none"> <li>• Cumberland County Animal Response Team</li> <li>• Cumberland County Emergency Management</li> <li>• Emergency Support Function (ESF) #11</li> <li>• Humane Society Waterville Area</li> <li>• Maine Department of Agriculture, Conservation &amp; Forestry, Animal and Plant Health</li> <li>• Maine Department of Agriculture, Conservation &amp; Forestry, Animal and Plant Health, Animal Welfare Program</li> <li>• Maine Emergency Management Agency</li> <li>• Maine Emergency Management Agency, American Red Cross</li> <li>• Maine Forest Service</li> <li>• Maine National Guard</li> <li>• National Veterinary Response Team</li> <li>• Somerset County Animal Response Team</li> </ul>
<p>Massachusetts</p> <ul style="list-style-type: none"> <li>• Massachusetts Department of Agricultural Resources</li> <li>• Massachusetts Department Of Environmental Protection</li> <li>• Massachusetts Department of Food and Agriculture</li> <li>• Massachusetts Department of Public Health</li> </ul>

<ul style="list-style-type: none"> <li>Massachusetts Emergency Management Agency</li> </ul>
<p>Michigan</p> <ul style="list-style-type: none"> <li>Michigan Department of Agriculture and Rural Development</li> <li>Michigan State Police, Emergency Management Homeland Security Division</li> </ul>
<p>Mississippi</p> <ul style="list-style-type: none"> <li>Mississippi Department of Agriculture and Commerce</li> <li>Mississippi Department of Agriculture and Commerce, Board of Animal Health</li> <li>Mississippi Emergency Management</li> </ul>
<p>Missouri</p> <ul style="list-style-type: none"> <li>Humane Society of Missouri</li> <li>Humane Society of the United States</li> <li>Missouri Department of Agriculture</li> <li>Missouri State Emergency Management Agency</li> </ul>
<p>Montana</p> <ul style="list-style-type: none"> <li>Montana Department of Livestock</li> <li>Montana Division of Disaster &amp; Emergency Services</li> </ul>
<p>New York</p> <ul style="list-style-type: none"> <li>New York State Department of Agriculture and Markets</li> <li>New York State Department of Environmental Conservation</li> <li>New York State Division of Homeland Security &amp; Emergency Services</li> <li>Town of Halfmoon</li> </ul>
<p>North Carolina</p> <ul style="list-style-type: none"> <li>North Carolina Department of Agriculture &amp; Consumer Services Emergency Programs</li> <li>North Carolina Emergency Management</li> <li>USDA APHIS VS</li> </ul>
<p>Oklahoma</p> <ul style="list-style-type: none"> <li>ESF #11</li> <li>ESF #8</li> <li>Oklahoma City Zoo</li> <li>Oklahoma Department of Agriculture, Food and Forestry</li> <li>Oklahoma Department of Emergency Management</li> <li>Oklahoma Department of Wildlife Conservation</li> <li>Salvation Army</li> <li>USDA VS</li> </ul>
<p>Vermont</p> <ul style="list-style-type: none"> <li>Upper Valley Disaster Animal Response Team</li> <li>Vermont Agency of Agriculture, Food and Markets</li> <li>Vermont Agency of Agriculture, Food and Markets, Food Safety &amp; Consumer Protection</li> <li>Vermont Department of Emergency Management and Homeland Security</li> <li>Vermont Department of Public Safety</li> </ul>
<p>Washington</p> <ul style="list-style-type: none"> <li>Army Reserve Veterinary Corps</li> <li>Washington Emergency Management Division</li> <li>Washington State Department of Agriculture, Emergency Management</li> </ul>

West Virginia

- West Virginia Department of Agriculture
- West Virginia Division of Homeland Security and Emergency Management

## APPENDIX C: TRAINING INFORMATION

Two training webinars were conducted prior to the exercise. The webinars provided participants with information regarding requests and offers of animal-related resource assistance. Participation in the training webinars was available to any interested stakeholder. Exercise registration was not required. The trainings were presented via webinar and were recorded to allow any stakeholder access to the information following the training. Links to view training recordings were posted on the MARCE website.

### Training #1:

- How to complete and respond to Emergency Management Assistance Compact (EMAC) requests and Mutual Aid Support System overview (*Paul Hogue, NEMA*)
- Mission Ready Package development and current resource typing guidelines (*Melissa Newman, UK*)
- 124 participants

### Training #2:

- How to request resources from non-governmental organizations (NGOs) (*Eric Thompson, NARSC*)
- How to request resources from the federal government (*AJ Lyman, FEMA*)
- Exercise parameters overview (*Andrea Higdon, UK*)
- 93 participants

## APPENDIX D: RESOURCE REQUEST SUMMARY

Exercise Assistance Requests	
<b>RRF</b>	<ul style="list-style-type: none"> <li>• Wildlife damaging infrastructure                             <ul style="list-style-type: none"> <li>○ carcass retrieval</li> <li>○ composting subject matter expert (SME)</li> <li>○ capture</li> <li>○ relocate</li> <li>○ animal control<sup>1</sup> (request declined by federal agency; Wildlife Services has statutory authority)</li> <li>○ humane removal<sup>2</sup> (SME only provided)</li> <li>○ depopulate</li> </ul> </li> <li>• Research animal facility threatened                             <ul style="list-style-type: none"> <li>○ inspect/certify facilities</li> <li>○ relocate</li> <li>○ SME</li> <li>○ transport and shelter</li> </ul> </li> <li>• Captive wildlife habitat breached                             <ul style="list-style-type: none"> <li>○ sedate</li> <li>○ capture/recovery and crates/transport equipment</li> <li>○ capture<sup>1</sup> (offer declined by state agency, submitted to NGO)</li> <li>○ capture/shelter</li> </ul> </li> <li>• Small animal shelter operations                             <ul style="list-style-type: none"> <li>○ treat, isolate, quarantine, veterinary team</li> <li>○ mega-shelter assistance<sup>1</sup> (request declined by federal agency, submitted to NGO)</li> <li>○ generator for shelter</li> </ul> </li> <li>• Loose livestock                             <ul style="list-style-type: none"> <li>○ personnel for loose cattle management</li> </ul> </li> <li>• Apiaries threatened                             <ul style="list-style-type: none"> <li>○ transport equipment and personnel</li> <li>○ handling and transport</li> </ul> </li> <li>• Carcass management                             <ul style="list-style-type: none"> <li>○ carcass removal<sup>2</sup> (filled with SME)</li> <li>○ carcass removal</li> <li>○ carcass removal and disposal<sup>1</sup> (public assistance for debris removal - need clarification)</li> <li>○ carcass removal/transport</li> </ul> </li> </ul>

Exercise Assistance Requests	
<b>EMAC</b>	<ul style="list-style-type: none"> <li>• Veterinary personnel</li> <li>• Small animal shelter/supplies/staff</li> <li>• Generator/Portable A/C</li> <li>• Heavy equipment, trailers, operators</li> <li>• Large Animal Search and Rescue with transport</li> <li>• Animal control team</li> <li>• Donations management team</li> <li>• Livestock fencing team</li> <li>• Large animal shelter</li> <li>• Livestock personnel</li> <li>• Build new road</li> </ul>
<b>NGO</b>	<ul style="list-style-type: none"> <li>• Pet sheltering support, personnel and supplies</li> <li>• Captive wildlife assistance</li> <li>• Companion Animal and Large Animal Search and Rescue Teams</li> <li>• Large animal transport and relocation</li> <li>• Donations management support</li> <li>• Laboratory animal evacuation</li> <li>• Fencing/feed for horses</li> </ul>

Request Type	Total Requests	Approved Requests	Cost Range	Average Cost
RRF	31	29	\$3,000-75,000 <sup>1</sup>	\$16,923 <sup>1</sup>
EMAC	59	38	\$2,185-191,800	\$37,697
NGO	43	42 <sup>2</sup>	N/A	N/A

<sup>1</sup> Costs available for 13 of 29 requests. Reasons for incomplete costs include Scope of Work not completed prior to end of exercise, request submitted too late in exercise play, and state declined offer.

<sup>2</sup> Two requests partially filled.



## APPENDIX E: PARTICIPANT FEEDBACK SUMMARY

Participants (players, observers, Controller/Evaluators) submitted exercise evaluation feedback forms upon conclusion of the exercise. Of the 193 participants, 113 (58.5%) submitted feedback forms. Appendix E reports summary data from forms received.

### Professional Experience

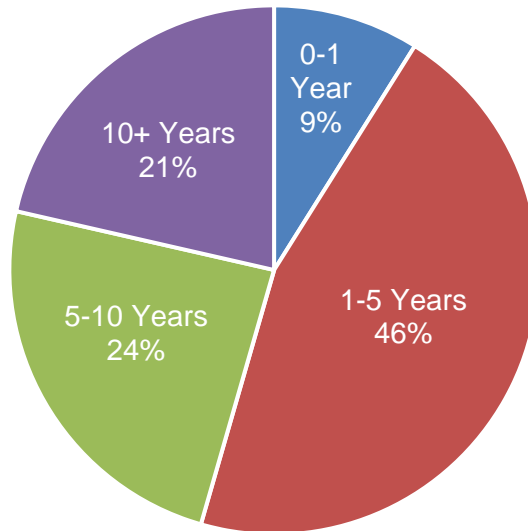


Figure E.1: Years of Experience in Current Position

Over half (54%) of participants reported five or fewer years experience in their current professional position. Twenty-four percent reported 5-10 years experience and 21% reported ten or more years experience.

### Pre-exercise Trainings

Two pre-exercise trainings were conducted to orient participants to key animal resource coordination topics. Pre-exercise Training #1 addressed MRPs, EMAC, resource typing and MASS. Pre-exercise Training #2 addressed RRFs, NGO assistance and exercise parameters. For more information on MARCE 2017 trainings see Appendix C. Figures E.2 and E.3 reflect participant feedback about these trainings relative to performing their role in the exercise and benefit to their professional field.

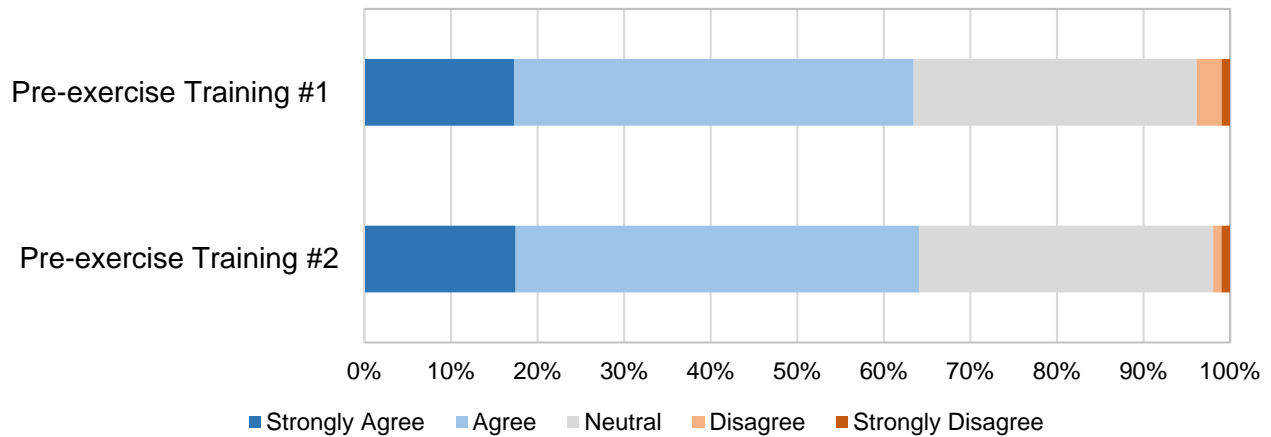


Figure E.2: Level of Agreement that Pre-exercise Trainings Informed Exercise Role

Most participants agreed pre-exercise trainings were informative and provided necessary information for their role in the exercise (66% strongly agreed or agreed for both Training #1 and Training #2).

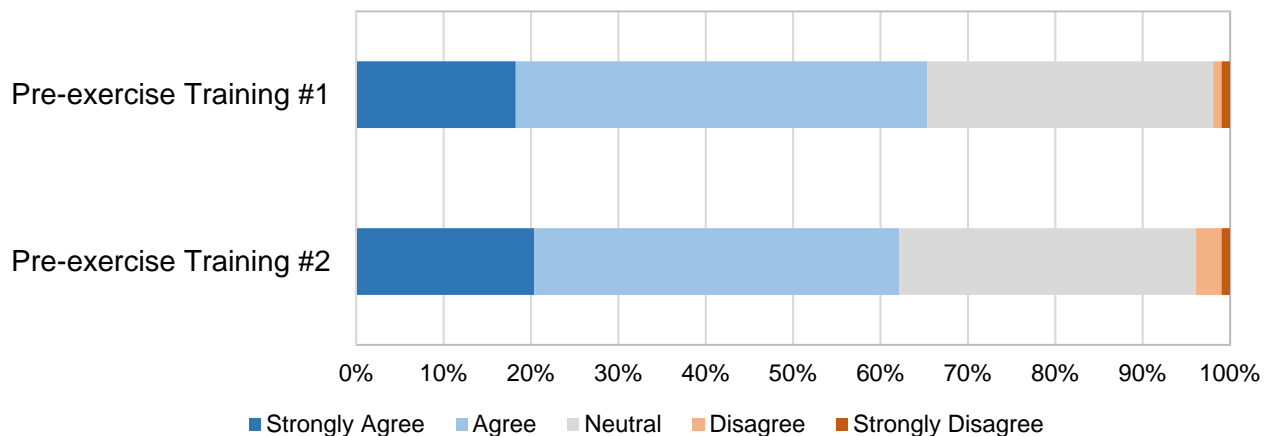


Figure E.3: Level of Agreement that Pre-exercise Trainings Benefitted Professional Field

Most participants agreed pre-exercise trainings provided knowledge and skills applicable to their professional field (68% strongly agreed or agreed for Training #1; 64% strongly agreed or agreed for Training #2).

### Strengths

Pct. of Participants	Strengths
78.8	In-state teamwork
59.3	Institutional knowledge
34.5	External partner collaboration
31.0	Communication
26.5	Problem solving
25.7	Appropriate EOC staffing
20.4	Awareness of in-state resources

Table E.1: Percentage of Participant-Identified Strengths

Participants reported up to three strengths observed during response to the exercise scenario. Responses were categorized; displayed results represent the most commonly documented strengths.

### Areas for Improvement

Pct. of Participants	Areas for Improvement
23.9	Insufficient animal-related MRPs
23.0	Inadequate animal-related resource inventories
19.5	Minimal involvement from other ESFs, private sector, and local NGOs.
19.5	EMAC, NGO and federal request process training
15.0	EMAC request/offer process training
12.4	Few animal-related exercise opportunities
12.4	Real-world ESF #11 and EM coordination lacking
11.5	Insufficient animal-related MOUs with NGOs
11.5	State incident management and EOS software training
11.5	Software upgrades and current technology
10.6	Communication, teamwork and delegation among stakeholders and state agencies
9.7	Inadequate ESF #11 staffing
6.2	Few detailed plans to address animal issues
4.4	Animal-specific resource typing training

Table E.2: Percentage of Participant-Identified Areas for Improvement

Participants reported up to three areas for improvement observed response to the exercise scenario. Responses were categorized; displayed results represent the most commonly documented areas for improvement.

## Relationships

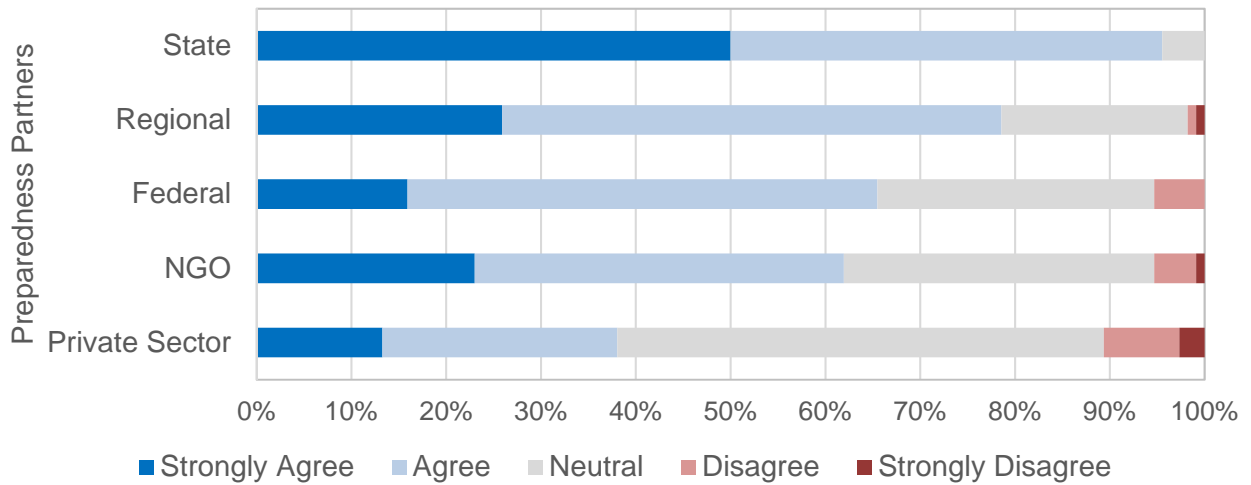


Figure E.4: Level of Agreement that Exercise Strengthened Preparedness Partner Relationships

Participants agreed or strongly agreed that the exercise strengthened relationships with state (94.7%), regional (77.8%), federal (65.5%), NGO (61.9%) and private sector (38.1%) preparedness partners.

## Skills

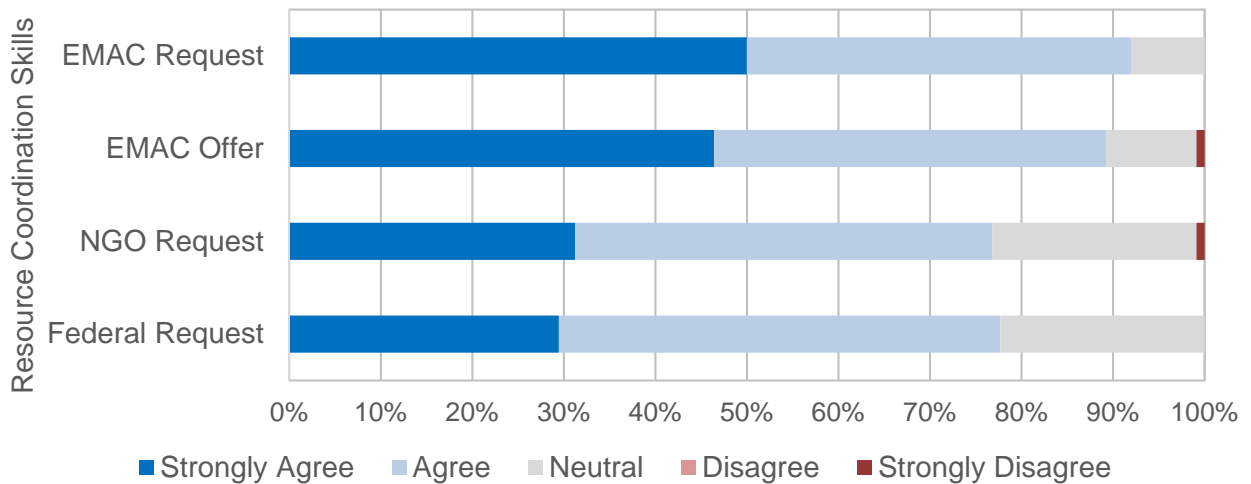


Figure E.5: Level of Agreement that Exercise Strengthened Resource Coordination Skills

Most participants agreed or strongly agreed the exercise strengthened skills to request (91.2%) and offer (88.5%) resources from state partners and requests from NGO (76.1%) and federal (77.0%) partners.

## APPENDIX F: EXERCISE FORMS

Name	Page	Exercise Form Description
Resource Request Form (RRF) <sup>1</sup>	F-2	Request animal care resources from the federal government
Memorandum of Understanding (MOU) Template <sup>1</sup>	F-4	Create an MOU with NARSC or other NGO
Sample NARSC Request <sup>1</sup>	F-10	Request NARSC assistance
Mission Ready Package (MRP) Template <sup>1,2</sup>	N/A <sup>2</sup>	Develop Mission Ready Packages

*Table F-1:* Exercise Forms. Use of forms during MARCE 2017 was for exercise purposes only.

<sup>1</sup> Form was available for download from the MARCE website.

<sup>2</sup> Form hosted on the NEMA website: <https://www.emacweb.org/index.php/mutualaidresources/mission-ready-packages>.

# Resource Request Form

DEPARTMENT OF HOMELAND SECURITY  
Federal Emergency Management Agency  
**RESOURCE REQUEST FORM (RRF)**

O.M.B. No. 1660-0002  
Expires May 31, 2017

PAPERWORK BURDEN DISCLOSURE NOTICE FOR EXERCISE USE ONLY		
Public reporting burden for this form is estimated to average 20 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing and submitting this form. This collection of information is required to obtain or retain benefits. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0047). <b>NOTE: Do not send your completed form to this address.</b>		
<b>I. REQUESTING ASSISTANCE (To be completed by Requestor)</b>		
1. Requestor's Name (Please print)	2. Title	3. Phone No.
4. Requestor's Organization	5. Fax No.	6. E-Mail Address
<b>II. REQUESTING ASSISTANCE (To be completed by Requestor)</b>		
1. Description of Requested Assistance:		
2. Quantity	3. Priority <input type="checkbox"/> Lifesaving <input type="checkbox"/> Life Sustaining <input type="checkbox"/> Normal <input type="checkbox"/> High	4. Date and Time Needed
5. Delivery Site Location	6. Site Point of Contact (POC)	
	7. 24 Hour Phone No.	8. Fax No.
9. State Approving Official Signature		10. Date and Time
<b>III. SOURCING THE REQUEST - REVIEW/COORDINATION (Operations Section Only)</b>		
1. <input type="checkbox"/> OPS Review by: _____ <input type="checkbox"/> LOG Review by: _____ <input type="checkbox"/> Other Coordination: _____ <input type="checkbox"/> Other Coordination: _____ <input type="checkbox"/> Other Coordination: _____	2. Source: <input type="checkbox"/> Donations <input type="checkbox"/> Other (Explain) _____ <input type="checkbox"/> Requisitions <input type="checkbox"/> Procurement <input type="checkbox"/> Interagency Agreement <input type="checkbox"/> Mission Assignment	3. Assigned to: ESF/OFA: _____ RSF/OFA: _____ Other: _____ Date/Time: _____
4. Immediate Action Required <input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>IV. STATEMENT OF WORK (Operations Section Only)</b>		
1. OFA Action Officer	2. 24 Hour Phone #	3. Fax #
4. FEMA Project Manager	5. 24 Hour Phone #	6. Fax #
7. Statement of Work		<input type="checkbox"/> See Attached
8. Estimated Completion Date		9. Estimated Cost
<b>V. ACTION TAKEN (Operations Section Only)</b>		
<input type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Requestor Notified		
Reason / Disposition		

RESOURCE REQUEST FORM (RRF)

TRACKING INFORMATION (FEMA Use Only)			
ECAPS/NEMIS Task ID:	Resource Request #	Program Code/Event #	<input type="checkbox"/> Originated as verbal
Received by (Name and Organization)	State	Date/Time Received	
<b>INSTRUCTIONS</b>			
Items on the Resource Request form that are not specifically listed are self-explanatory. Indicate "see attached" in any field for which additional space or more information is required.			
I. Who is requesting assistance? Completed by requestor.			
II. What needs to be done? Completed by requestor.			
Description of Requested Assistance: Detail of resource shortfalls, statement of deliverable, or simply state problem/need.			
Priority: The requestor's priority, which may differ from the priority in BOX III.			
Site POC: The person at the delivery site coordinating reception and utilization of the requested resources. 24-hour contact information required.			
If for Direct Federal Assistance (DFA), State Approving Official: Signature certifies that			
<ul style="list-style-type: none"> <li>(1) State and local governments cannot perform, nor contract for the performance of the requested work;</li> <li>(2) Work is required as a result of the event, not a pre-existing condition, and</li> <li>(3) The State is providing the required assurances found in 44 CFR, Section 206.208.</li> </ul>			
III. Action Review/Coordination (OPS Section Use Only): Completed by the Operations Section Chief or Resource Capability Branch Director.			
Accept/Reject: Operations Section Chief or Resource Capability Branch Director accepts or rejects the request; provide reason if rejection. If request accepted, coordinates with others, i.e., Branch Directors or Group Supervisors, begins to determine best means of fulfilling request. All involved in coordination should check appropriate box and initial or print their name.			
Assigned to: Operations Section Chief or Resource Capability Branch Director assigns tasks origination, may indicate the OFA Action Officer. Operations Section Chief may also indicate the Action Officer if known, or tasked organization may make this assignment. This may be Emergency Support Function, internal FEMA Organization (i.e.; Logistics), or other organization.			
Date/Time Assigned: Operations Section Chief or Resource Capability Branch Director provides date and time of when sourcing should begin.			
IV. Statement of Work (OPS Section Use Only): Completed by the Operations Section Chief or Resource Capability Branch Director.			
OFA Action Officer: Ops Section Chief obtains from OFA if request fulfilled by a MA; 24-hr phone/fax required. Information used in eCAPS.			
FEMA Project Manager: Provided by Operations Section Chief; a Region PFT; 24-hr phone/fax required. Information used in eCAPS.			
Statement of Work: Description of tasks to be performed. Could be to assess a problem and report back, or could be to proceed with a specific action. If 40-1 or MA, this goes in "justification" tab in eCAPS.			
V. Action Taken (OPS Section Use Only): Completed by Operations Section Chief, Resource Capability Branch Director, MA Unit or Logistics.			
Resource Request Results: Ops Section Chief, Resource Support Section Chief, MA Unit, or LOG should note what type of document the action resulted in by "checking" the appropriate box i.e., Mutual Aid, Donations, Requisition, Procurement, IA, MA, Other. If "Other" is selected write in appropriate response or state "see below" and give detail description in "Disposition" field. "Disposition" field should note steps taken to complete the Action, and personnel, sub-tasked agencies, contracts and other resources utilized.			
TRACKING INFORMATION. Completed by Action Tracker. Required for all requests.			

## Memorandum of Understanding Template

### FOR EXERCISE USE ONLY

#### MEMORANDUM OF UNDERSTANDING

Between National Animal Rescue and Sheltering Coalition, Inc.

and

[Full legal name of other party] FOR

This memorandum of understanding ("MOU") is between National Animal Rescue and Sheltering Coalition, Inc., a registered US 501(c)(6) organization comprised of national nonprofit organizations ("NARSC"), and [full legal name of other party], a [jurisdiction of incorporation and corporate status] ("ABBREVIATION FOR OTHER PARTY").

NARSC works collaboratively and cooperatively to assist communities and their animals throughout the United States in their preparations for and response to incidents that place animals in crisis. Established in 2006, the NARSC mission is to identify, prioritize and find collaborative solutions to major human-animal emergency issues. NARSC members are dedicated to professionalism in animal emergency response and management.

NARSC is comprised of the following members at the time of the signing of this MOU:

#### Voting Members

American Humane  
American Society for the Prevention of Cruelty to Animals  
Code 3 Associates  
International Fund for Animal Welfare  
National Alliance of State Animal and Agricultural Emergency Programs  
National Animal Care & Control Association  
RedRover

#### General Members

American Red Cross  
American Veterinary Medical Association  
Association of Zoos and Aquariums  
Best Friends Animal Society  
PetFinder Foundation  
PetSmart Charities  
Society of Animal Welfare Administrators

All members of NARSC adhere to a Code of Conduct (Appendix A) that ensures that member agencies are National Incident Management System ("NIMS") compliant and prepared to work within existing command structures.



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[ABBREVIATION FOR OTHER PARTY] works to [describe mission/work].

NARSC and [ABBREVIATION FOR OTHER PARTY] strive to coordinate their disaster response activities, and are entering into this nonbinding MOU to memorialize their shared understandings and expectations.

The parties therefore agree as follows:

### Article 1 TERM

- 1.1 **Term.** This Agreement shall be effective as of the Effective Date and shall remain in effect for five years following the Effective Date. This Agreement shall automatically renew for a period of five years, but may be terminated by fifteen (15) days' written notification from either Party at any time.
- 1.2 **Termination.** Either party may terminate this MOU for any reason upon written notice to the point of contact ("POC") designated by the other party.
- 1.3 **Periodic Review.** NARSC and [ABBREVIATION FOR OTHER PARTY] shall, on an annual basis, on or around the anniversary date of this Agreement, jointly evaluate progress in the implementation of this Agreement and revise and develop new plans or goals as appropriate.

### Article 2 PURPOSE

- 2.1 NARSC and [ABBREVIATION FOR OTHER PARTY] strive to coordinate their disaster response efforts in preparing for, responding to, and recovering from major incidents including natural and manmade disasters of significant proportion.
- 2.2 The primary goal of this MOU is to maximize the welfare of animals and their owners before, during, and after a major incident, and to minimize the loss of life and animal suffering that might occur following such an incident through mitigation activities, ongoing planning and exercises, and effective and safe responses.
- 2.3 The benefits of this MOU may include the provision of available additional resources from various parties to [ABBREVIATION FOR OTHER PARTY], which resources may include small and large animal rescue and sheltering teams, situational and rapid assessment, overhead management teams, evacuation, re-homing, and placement efforts along with equipment, supplies, and transport support.



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- 2.4 The parties will use their best efforts to meet their roles and responsibilities as outlined in this MOU, which are aspirational goals and are not binding contractual promises. In all circumstances, each party is responsible for the safety and well-being of its employees, representatives, responders, contractors, volunteers, and agents.
- 2.5 Each party acknowledges that there are risks associated with participating in disaster response activities, and assumes those risks knowingly on behalf of its employees, representatives, responders, contractors, volunteers, and agents.

**Article 3  
NARSC's ROLE**

- 3.1 NARSC will use its reasonable best efforts within its sole discretion to meet its responsibilities as outlined in this article 3.
- 3.2 NARSC will provide a NARSC Primary Contact List to [ABBREVIATION FOR OTHER PARTY] (see Appendix B).
- 3.3 NARSC will provide a NARSC Executive Committee Contact List to [ABBREVIATION FOR OTHER PARTY] (see Appendix C). This contact list will be structured "three-deep" and is to be used to activate the MOU by notifying the NARSC Chair.
- 3.4 NARSC will designate a NARSC representative ("NR") to serve as a liaison between NARSC members and [ABBREVIATION FOR OTHER PARTY]. The NR may serve remotely or in-person depending on availability and needs assessment.
  - a. The NR may provide guidance based on training and experience to [ABBREVIATION FOR OTHER PARTY] to include best practices for preparing for, responding to, and recovering from disasters.
  - b. The NR may recruit and document available NARSC member response teams. The NR may provide [ABBREVIATION FOR OTHER PARTY] a briefing of available member response teams to include resources, contact information and estimated time of arrival.
  - c. The NR may support [ABBREVIATION FOR OTHER PARTY] in identifying a member(s) with whom to collaborate. Member response teams will be organized under a Team Leader ("TL") and each member will work directly with [ABBREVIATION FOR OTHER PARTY]; the NR will remain the point of contact for NARSC agencies



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- d. Any involved NARSC member response teams will require from the requesting agency a formal letter of request. If the response team utilizes additional NARSC resources to fill the request, those incoming resources will be under NARSC's command but will require a formal invitation from the requesting agency.
- e. If issues arise that cannot be resolved between the requesting agency and the NARSC response agency, the requesting agency may contact the NR for additional assistance.

#### Article 4

##### [ABBREVIATION FOR OTHER PARTY]'s ROLE

- 4.1 [ABBREVIATION FOR OTHER PARTY] will use its reasonable best efforts within its sole discretion to meet its responsibilities as outlined in this article 4.
- 4.2 [Describe other party's responsibilities and role].

#### Article 5

##### TEAMWORK & COMMUNICATION

- 5.1 **Teamwork.** The parties intend to share information openly and honestly, communicate with each other in a timely manner, keep each other current on developments, and use their best efforts to fulfill their responsibilities in relation to the Project.
- 5.2 **Communication.** The parties' staff will be in contact via telephone or electronic communication on a monthly or more frequent basis to coordinate, provide assistance, and mutually assess the progress of the Project. The primary method of communication will be email but both parties are encouraged to telephone if immediate attention is required.
- 5.3 **NARSC Contact.** The primary NARSC contact is [name, title, mailing address, email address, phone and fax number].
- 5.4 **[ABBREVIATION FOR OTHER PARTY] Contact.** The primary [ABBREVIATION FOR OTHER PARTY] contact is [name, title, mailing address, email address, phone and fax number].
- 5.5 **Public Announcements.** Each party will notify the other party of any public announcement regarding the Project in advance of its release, or of any media coverage of the Project, including but not limited to print, broadcast, and electronic media. Each party will acknowledge the collaborative implementation of the Project in any public announcements and statements to media. Where possible, such acknowledgment will include: placement of the NARSC and [ABBREVIATION FOR OTHER PARTY] logos and web



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addresses; and/or inclusion of the statement “this Project is a collaborative effort by NARSC and [ABBREVIATION FOR OTHER PARTY],” or similar.

- 5.6 **Research Studies.** In the spirit of professional conduct and institutional collaboration, the parties will include and acknowledge the other party in research studies and other scientific or educational efforts, giving credit where it is due. Each party will give the other party access to the results of any such efforts.
- 5.7 **Images.** [ABBREVIATION FOR OTHER PARTY] will use its reasonable best efforts to cooperate with NARSC requests to produce or use photographic and/or video images and other information depicting NARSC’s support to [ABBREVIATION FOR OTHER PARTY]. Such images and information may be used in fundraising appeals by NARSC members, the proceeds of which will be utilized by NARSC members without restriction.
- 5.8 **Equipment.** Equipment purchased by each party in relation to this MOU will remain the property of that party, unless otherwise agreed.

### Article 6 CONFIDENTIALITY

- 6.1 Both during and after the term of this MOU, the parties will keep, and will ensure that their respective employees, servants, and agents keep, confidential all materials and information provided by the other party in relation to this MOU that are not available to the general public.

### Article 7 NONBINDING NATURE OF MOU; NONPARTNERSHIP

- 7.1 **Nonbinding.** This MOU is not binding or legally enforceable, imposes no enforceable obligations upon the parties and does not grant any rights.
- 7.2 **Nonpartnership.** This MOU does not constitute and shall not be construed as constituting any of the relationships of agency, partnership, or joint venture between the parties. Neither party shall have the right to bind the other party in any manner



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whatsoever. The parties are separate and independent organizations. Each is responsible for establishing its own policies and financing its own activities.

By: \_\_\_\_\_

By: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Name: Eric Thompson

Name:

Title: Chair

Title:

National Animal Rescue and Sheltering  
Coalition, Inc.

[Full legal name of other party]



## Sample NARSC Request

### Letterhead

From Agency Having Jurisdiction (AHJ)

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---

**Sender Name**

Job Title

Street Address

City, ST ZIP Code

Telephone

Email

**NARSC Chair**

Street Address

City, ST ZIP Code

Telephone

Email

Date

Dear NARSC Chair,

AHJ is requesting two (2) ASAR boat teams to respond to (location) to assist with evacuation and rescue of both small and large animals. ASAR teams should respond to the A-Z fairgrounds for staging and credentialing at the JFO.

Both ASAR teams are approved to enter the effected area under the authorization of AHJ and have been assigned tasking number M12345 for reporting. There are several roadways compromised by the flooding so responders should use the attached travel route for entry into the area.

Upon arrival please contact (local contact and phone number) for additional information on pending field missions. Responding resources should be available at the staging area within 48 hours of acknowledgement of this request. Additional resources may be requested per this request for support.

Sincerely,

**Sender Name**

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## APPENDIX G: NGO SIMULATOR FACT SHEETS

### Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE) 2017

#### National Animal Rescue and Sheltering Coalition (NARSC) Members Fact Sheet

- ❖ American Humane Response (AHR)
  - ASAR Response
  - Shelter support
  - Animal transport
  - Large animal care
  - Training
- ❖ American Red Cross (ARC)
  - Human mass care partner
- ❖ American Society for the Prevention of Cruelty to Animals (ASPCA)
  - ASAR Response
  - Shelter support
  - Animal transport
  - Large animal care
  - Training
- ❖ American Veterinary Medical Association (AVMA)
  - Veterinary support networking and communication
- ❖ Association of Zoos and Aquariums (AZA)
  - Exotic and captive wildlife networking and support
- ❖ Best Friends Animal Society (BFAS)
  - ASAR Response
  - Shelter Support
  - Animal Transport
  - Technical Response Team
    - Fires/floods
    - Low and High Angle Rescue
- ❖ Code 3 Associates – (Code 3)
  - ASAR Response
  - Technical Animal Rescue Team
    - Fires/Floods/Hazmat
    - Low and High Angle Rescue
    - Technical Large Animal Rescue
    - Collapsed structure and confined space rescue
  - Training
  - Ranchaid (Code 3 partner)
    - Large animal logistics and networking
- ❖ International Fund for Animal Welfare (IFAW)
  - ASAR Response
  - Shelter support
  - Animal transport
  - Large animal care
  - United States and International response
- ❖ National Animal Care and Control Association (NACA)
  - Training
  - Coordination of Animal Control Officers for ASAR Response with NARSC partnered response
- ❖ National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP)
  - Networking and communication with State partners
- ❖ PetSmart Charities (PSC)
  - Possible grant partner for affected shelters and animal welfare programs
- ❖ Petfinder
  - Possible grant partner for affected shelters and animal welfare programs
- ❖ RedRover
  - Shelter support
- ❖ Society of Animal Welfare Administrators (SAWA)
  - Network and communication partner

**See Communications Plan for exercise contact information.**

Real-world contact information (do not use for exercise play):

- Eric Thompson, (913) 522-3064  
ethompson@code3associates.org



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## Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE) 2017

### Greater Good (GGO) Fact Sheet

#### ❖ Rescue Bank program

- In-kind grants
  - Pet food
  - Vaccines, medications, and tests
  - Cat litter
  - Horse feed and hay
  - Animal enclosures
  - Hard goods
- Inventory tracking and Fair Market Value (FMV) reporting
- National warehouse network, plus access to inventory of 40+ brands
- Cash grants (e.g., shelter, transport, including to NARSC members)

#### ❖ Rescue Rebuild program

- Recovery construction services
- Shelter repairs, upgrades and additions

#### ❖ Other GGO programs

- Cash grants
  - Planning
  - Response
  - Recovery
- Transport assistance
- Special projects support

**See Communications Plan for exercise contact information.**

Real-world contact information (do not use for exercise play):

- John Kane, 713-385-5263, [jk@rescuebank.org](mailto:jk@rescuebank.org)
  - Melissa Vecera, 410-456-8404, [melissa@rescuebank.org](mailto:melissa@rescuebank.org)
- [www.greatergood.org](http://www.greatergood.org)  
[www.rescuebank.org](http://www.rescuebank.org)



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## APPENDIX H: ACRONYM LIST

Acronym	Term
AAR	After Action Report
APHIS	Animal and Plant Health Inspection Service
EEG	Exercise Evaluation Guide
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EOS	EMAC Operations System
ESF	Emergency Support Function
ESF #6	Emergency Support Function #6 Mass Care, Emergency Assistance, Temporary Housing, and Human Services
ESF #11	Emergency Support Function #11 Agriculture and Natural Resources
ExPlan	Exercise Plan
F	Fahrenheit
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
IP	Improvement Plan
MARCE	Multi-Jurisdictional Animal Resource Coordination Exercise
MOU	Memorandum of Understanding
MRP	Mission Ready Package
MSP	Multi-State Partnership for Security in Agriculture
N/A	Not Applicable
NARSC	National Animal Rescue and Sheltering Coalition
NASAAEP	National Alliance of State Animal and Agricultural Emergency Programs
NEMA	National Emergency Management Association
NESAASA	New England States Animal Agricultural Security Alliance
NGO	Non-Governmental Organization
REQ-A form	Request for Assistance form
RRF	Resource Request Form
SAADRA	Southern Agriculture and Animal Disaster Response Alliance
SAR	Search and Rescue
SimCell	Simulation Cell
SME	Subject Matter Expert
SOG	Standard Operating Guideline
USDA	United States Department of Agriculture