

# Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE)

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After-Action Report/Improvement Plan

October 2014

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## ADMINISTRATIVE AND HANDLING INSTRUCTIONS

The Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE) is an unclassified exercise. This After Action Report/Improvement Plan (AAR/IP) was written to encompass the overall picture for animal resource coordination during a disaster and is not specific to any listed agency. Responsible entities identified in this AAR/IP have been approved by all listed agencies and exercise participants.

Public release of exercise materials to third parties is at the discretion of the Federal Emergency Management Agency (FEMA), the United States Department of Agriculture (USDA), and the MARCE planning team.

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## EXERCISE OVERVIEW

<b>Exercise Name</b>	<b>Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE)</b>
<b>Exercise Dates</b>	July 9 – 10, 2014
<b>Scope</b>	This exercise is a virtual exercise planned for the Federal, state, and private sector.
<b>Mission Area(s)</b>	Response/Recovery
<b>Core Capabilities</b>	Critical Transportation Mass Care Services Operational Coordination Public and Private Services and Resources
<b>Objectives</b>	<ol style="list-style-type: none"><li>1: Within 45 minutes of the end of the first regional partnership call, identify a minimum of five regional contacts and state resources available to respond to animal issues in a natural disaster.</li><li>2: By the end of Exercise Day 1, utilize a gap analysis and identify the level of resources required for the pet sheltering mission and determine a minimum of 10 resources (typed or un-typed) the state will need to request.</li><li>3: By the end of Exercise Day 1, demonstrate the ability to request out-of-state, Federal and non-governmental organization (NGO) assistance for at least three different animal-related resources and capabilities via Emergency Management Assistance Compact (EMAC) Request for Assistance (REQ-A) form, the FEMA Resource Request Form (RRF) and existing or created Memorandums of Understanding (MOUs) with NGOs.</li><li>4: By the end of Exercise Day 2, identify five animal-related state resources that could be deployed to another state that has a disaster and respond to at least one EMAC request with appropriate, accurate information.</li></ol>
<b>Threat or Hazard</b>	Natural weather event

<b>Scenario</b>	Thunderstorms developing along a warm front will produce heavy rainfall across the area resulting in flash flooding in low-lying and poor drainage areas over 24 hours. The severe storms will have the potential for damaging winds, large hail and temperatures dropping 20°F after this line of storms passes.
<b>Sponsor</b>	This exercise is made possible through Cooperative Agreement No. 13-6100-0090-CA between the United States Department of Agriculture (USDA) and the Animal and Plant Health Inspection Service (APHIS) and the University of Kentucky.
<b>Participating Organizations</b>	A total of 24 states participated in MARCE. In addition, Federal, state, and NGO representatives were included. A complete list of participants is detailed in Appendix B.
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## EXECUTIVE SUMMARY

The University of Kentucky and United States Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS) conducted a national, virtual exercise, Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE), on July 9-10, 2014. The exercise was developed to affirm states' abilities to request resources for pets, large animals and/or livestock, and captive wildlife from the Federal government, other states, and non-governmental organizations (NGOs) during a natural disaster scenario affecting animals. Tasks completed during MARCE tested four core capabilities: Operational Coordination, Public and Private Resources and Services, Mass Care Services, and Critical Transportation.

The exercise planning team was composed of numerous and diverse agencies, including individuals trained in exercise design and implementation, representative from:

- USDA APHIS Animal Care;
- USDA APHIS Veterinary Services;
- USDA APHIS ESF #11;
- National Emergency Management Association (NEMA);
- National Alliance of State Animal & Agricultural Emergency Programs (NASAAEP);
- National Animal Rescue and Sheltering Coalition (NARSC); and
- American Veterinary Medical Association (AVMA).

In addition, exercise materials were reviewed by a Homeland Security Exercise and Evaluation Program (HSEEP) Master Exercise Practitioner (MEP) to ensure compliance and cohesion with national exercise standards.

This exercise built upon the Multi-Jurisdictional Resource Coordination Exercise conducted by the University of Georgia which was sponsored by USDA APHIS Animal Care in 2012 (more information on the Georgia exercise can be found in Appendix C). MARCE expanded upon the capabilities addressed in 2012 and included resource requests for additional species including large animals and/or livestock and captive wildlife. The objectives of this exercise were to:

- Enhance regional capacity and situational awareness to develop a common operating picture for animal resource coordination
- Identify resource gaps and foster effective resource prioritization
- Execute the appropriate forms to request resources from other states, the Federal government, and from NGOs including NARSC and AVMA partners
- Identify state resources that could be deployed to other states that are experiencing a disaster.

To accomplish these objectives, a series of pre-exercise webinar trainings were held in the weeks before the exercise (for more information on MARCE trainings see Appendix D). Along with a variety of information to assist states in successful completion of the critical tasks outlined in the situation manual (SITMAN) (Appendix F), the webinar recordings were made available on the MARCE website at [www.ca.uky.edu/MARCE.html](http://www.ca.uky.edu/MARCE.html).

The following pre-exercise webinar training opportunities were conducted prior to the exercise:

**MARCE Training #1: Typed resources and conducting a gap analysis for MARCE**

*Brigid Elchos DVM, Mississippi Board of Animal Health, Andrea Higdon, University of Kentucky*

**MARCE Training #2: Requesting resources using the Resource Request Form (RRF) and from non-governmental organizations (NGOs)**

*George Chambless DVM, APHIS; Shannon Walajtys, NARSC; Cheryl Eia DVM, AVMA*

**MARCE Training #3: How to complete and respond to Emergency Management Assistance Compact (EMAC) requests**

*Kim Ketterhagen, NEMA*

This exercise focused on “how” to request animal-related resources from other states, the Federal government, and NGOs during a disaster but did not address “what” resources could be requested from these entities. The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

## Major Strengths

The major strengths identified during this exercise are as follows:

- Participants recognized value in strengthening relationships and communication between state, Federal, and other agencies and establishing formal agreements with NGOs.
- Participants gained an improved understanding of companion animal, large animal and/or livestock, and captive wildlife issues regarding animal-response efforts.
- The importance of future training both regionally and nationally was recognized.

## Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in state agencies, Federal agencies, and NGOs ability to respond to the incident were identified. The primary areas for improvement are as follows:

- Future efforts to increase communication, coordination capacity, and formal relationships between state, Federal, NGOs, and other animal-response agencies/organizations should be a priority.
- Additional training activities/opportunities are needed to improve understanding of the difference in how to request state, Federal, and NGO resources.
- State-level emergency operations plans (EOPs) and standard operating guidelines (SOGs) need to be developed and kept up-to-date.
- Future exercises at the national and regional levels are needed to allow participants to improve skills, practice use of existing emergency management platforms in animal-related disasters, and continue to foster relationships across disciplines and geographic areas.

## Additional Outcomes

As a result of this exercise, NARSC was able to conduct a complimentary internal exercise to test their capacity and capabilities to respond to requests for support during a large-scale, catastrophic disaster affecting animals. Prior to MARCE, NARSC had six signed MOUs with states participating in the exercise. Following the pre-exercise training, NARSC received five requests for the MOU template and subsequently four MOUs went through the draft process. As a result, three states now have signed new MOUs with NARSC.

Based on areas for improvement in the 2012 Multi-Jurisdictional Resource Coordination Exercise (Appendix C), one state spent a significant portion of the exercise developing Mission Ready Packages (MRPs) based on the SAADRA resource typing. Their goal was to complete three MRPs that could be shared with other states; a goal that was accomplished during the course of the exercise.

As a result of this exercise, the National Emergency Management Association (NEMA) reinforced the need for future distance training focused on agricultural disaster preparedness.

## Number of Exercise Participants

- Players: 95
- Evaluators: 25
- State/Other observers: 22
- Federal observers: 36

## Number of Individuals Reached by Pre-exercise Trainings

- Training #1: Typed resources and conducting a gap analysis – 118 people
- Training #2: Requesting resources from the Federal government and NGOs – 105 people
- Training #3: Requesting/offering resources via EMAC – 73 people

## ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team through Exercise Evaluation Guides (EEGs). A recognized limitation of the exercise is that RRF, EMAC, and NGO requests were evaluated on correct completion but did not assess the appropriateness of the request content.

**Table 1 Summary of Core Capability Performance**

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Within 45 minutes of the end of the first regional partnership call, identify a minimum of five regional contacts and state resources available to respond to animal issues in a natural disaster.	Operational Coordination	15	5	1	3
By the end of Exercise Day 1, utilize a gap analysis and identify the level of resources required for the pet sheltering mission and determine a minimum of 10 resources (typed or un-typed) the state will need to request.	Operational Coordination	15	5	1	0
	Mass Care Services	16	4	2	1
	Public and Private Services and Resources	9	8	3	1
	Critical Transportation	8 <sup>a</sup>	10 <sup>b</sup>	6 <sup>c</sup>	0
By the end of Exercise Day 1, demonstrate the ability to request out-of-state, Federal and non-governmental organization (NGO) assistance for at least three different animal-related resources and capabilities via Emergency Management Assistance Compact (EMAC) Request for Assistance (REQ-A) form, the resource request form (RRF) and existing or created Memorandums of Understanding (MOUs) with non-governmental organizations (NGOs).	Operational Coordination	8 <sup>a</sup>	10 <sup>b</sup>	6 <sup>c</sup>	0
Mass Care Services					
Public and Private Services and Resources					
Critical Transportation					

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
By the end of Exercise Day 2, identify five animal-related state resources that could be deployed to another state that has a disaster and respond to at least one EMAC request with appropriate, accurate information.	Operational Coordination Mass Care Services Public and Private Services and Resources Critical Transportation	23 <sup>a</sup>	1 <sup>b</sup>	0	0
<p><b>Ratings Definitions:</b></p> <ul style="list-style-type: none"> <li>• Performed without Challenges (P): The targets and critical tasks associated with the core capability 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. <ul style="list-style-type: none"> <li>▪ Responses designated with the letter “a” indicate that all of the required forms (e.g. EMAC, RRF, and NGO request) were approved upon the initial submission.</li> </ul> </li> <li>• Performed with Some Challenges (S): The targets and critical tasks associated with the core capability 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. However, opportunities to enhance effectiveness and/or efficiency were identified. <ul style="list-style-type: none"> <li>▪ Responses designated with the letter “b” indicate one of the required forms (e.g. REQ-A form, RRF, and NGO request) was not approved upon the initial submission.</li> </ul> </li> <li>• Performed with Major Challenges (M): The targets and critical tasks associated with the core capability 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. <ul style="list-style-type: none"> <li>▪ Responses designated with the letter “c” indicates two or more of the required forms (e.g. REQ-A form, RRF, and NGO request) was not approved upon the initial submission.</li> </ul> </li> <li>• Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).</li> </ul>					

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement. This information was gathered from EEG's submitted by evaluators, 90 participant feedback forms, 6 hotwashes, and forms submitted by participating states throughout the exercise.

## Objective 1:

Within 45 minutes of the end of the first regional partnership call, identify a minimum of five regional contacts and state resources available to respond to animal issues in a natural disaster.

## Core Capability: Operational Coordination

### Strengths

The partial capability level can be attributed to the following strengths:

**Strength 1.1:** Participants recognized the value of strengthening and/or establishing relationships between agriculture, animal health, emergency management, and other in-state agencies throughout the exercise (Figure 1 on page 10).

**Strength 1.2:** State agencies realized a strong need to further collaborate with agencies at the Federal level and with agencies in other states during future disaster response (Figure 1 on page 10).

**Strength 1.3:** Opportunities for direct communication between NGO representatives and state-level players established and strengthened relationships that will improve future disaster preparedness activities (Figure 1 on page 10).

**Strength 1.4:** Existing emergency contact lists in state emergency operations plans that were detailed and up-to-date were proven to be valuable resources in responding to a disaster scenario (Figure 2 on page 11).

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

#### Area for Improvement 1.1:

State emergency contact and resource lists in state emergency operations plans (EOPs) lack sufficient detail and were often not up-to-date (Figure 3 on page 12).

**Reference:** N/A

**Analysis:** Many states had existing SOGs for pet sheltering but when they referred to these documents as required during the exercise, they were not up-to date. The major hurdle in completing this task was that appropriate documentation was either in draft format, under revision, or did not exist in the state (as was the case in six of the twenty-four participating states). Additional areas for improvement were identified when states realized that although state resource lists existed, they did not detail the quantity and/or location of available resources.

Emergency contact lists in 4 states were not up-to-date or were not accessible during the exercise.

**Area for Improvement 1.2:**

SOGs specific to animal response were lacking in many states.

**Reference:** N/A

**Analysis:** Information gathered from participant feedback indicated 13% of respondents recognized the need for expansion of current state SOGs (Figure 3 on page 12). Many state SOGs did not contain sufficient detail to adequately respond to animal resource needs based on the scenario presented in the exercise. The most commonly identified gap was the deficiency in the variety of animals and species covered in state SOGs. Four states (number based solely on feedback from evaluators) had no written SOGs for large animal or captive wildlife disaster response. In the case of captive wildlife, the number of states lacking written SOGs is likely much higher based on participant identified need for improvement in this area. In two cases, no written procedures existed for companion animal response and therefore relied on ESF#11 personnel at the emergency operations center (EOC).

**Area for Improvement 1.3:**

Relationships between state departments of agriculture/animal health and state emergency management agencies lack depth to effectively respond to resource needs during a disaster and/or emergency.

**Reference:** N/A

**Analysis:** Based on information collected in the participant feedback forms, additional collaboration opportunities are needed to further develop the relationships between state departments of agriculture/animal health and state emergency management agencies. Forty-three percent of participants identified the opportunity for interagency collaboration to respond to a disaster affecting animals was a strength in the exercise, indicating importance of future work in this area (Figure 1 on page 10).

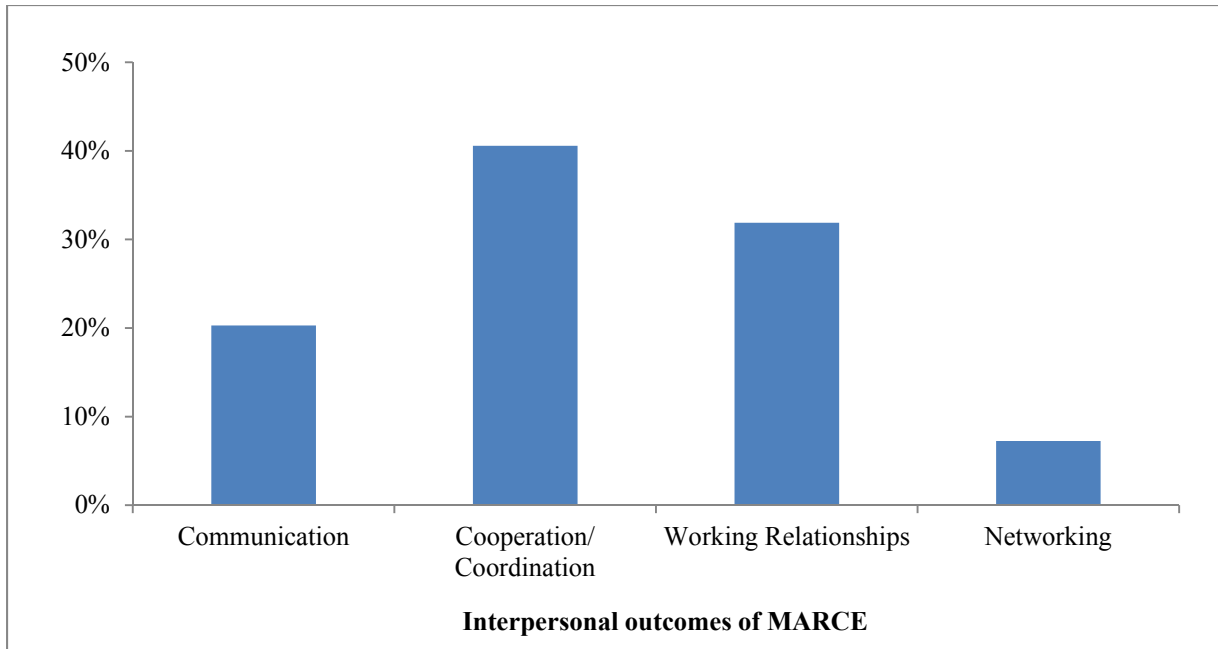


Figure 1: Participant identified interpersonal outcomes from the exercise. Information was collected from 90 participant feedback forms submitted by players, observers, and Federal representatives.



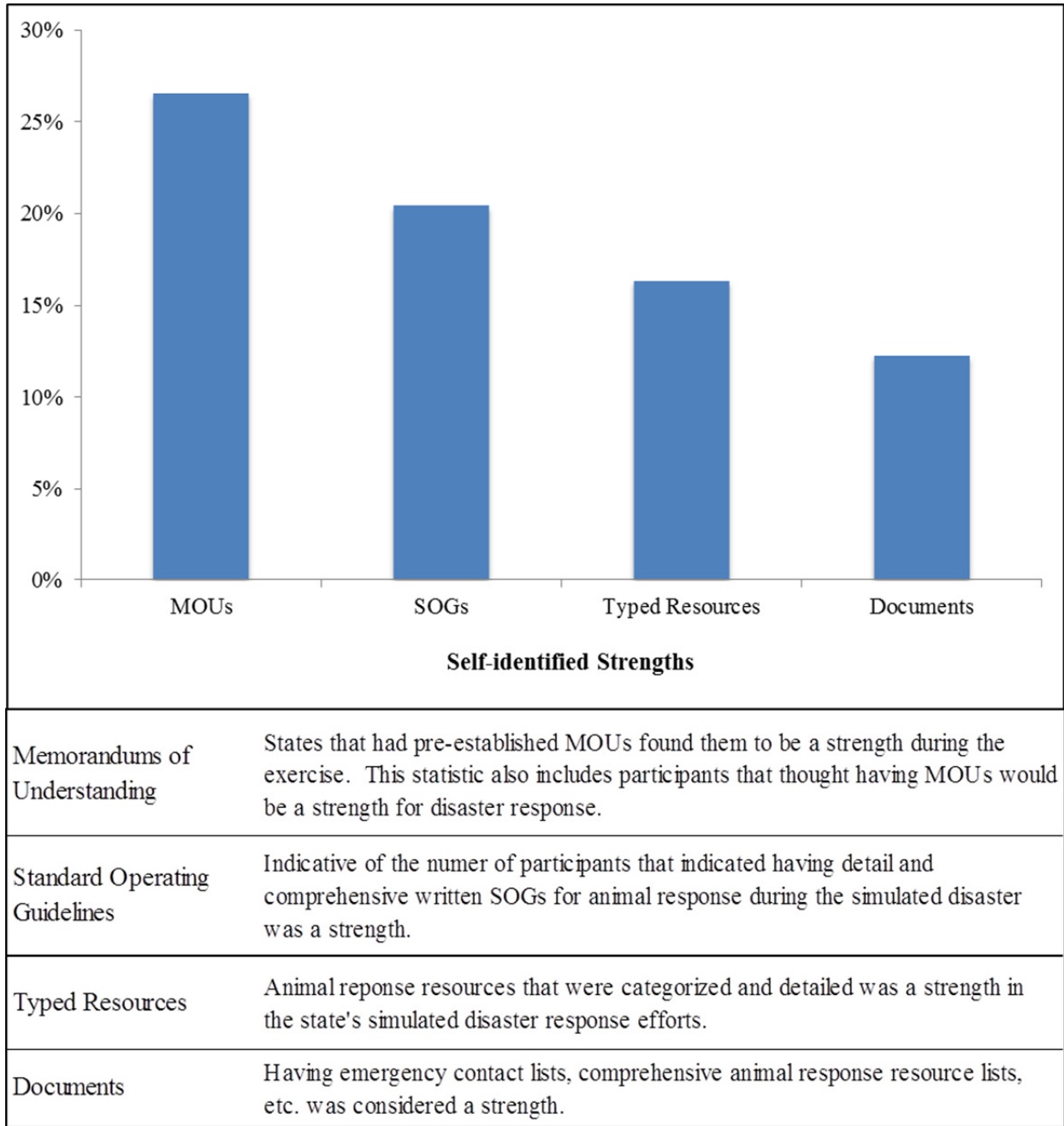


Figure 2: Participant identified strengths based on 90 participant feedback forms submitted by players, observers, and Federal representatives. Participant feedback forms asked players to list three areas for improvement. Player responses were evaluated and categorized. Displayed results were the most commonly documented areas for improvement.

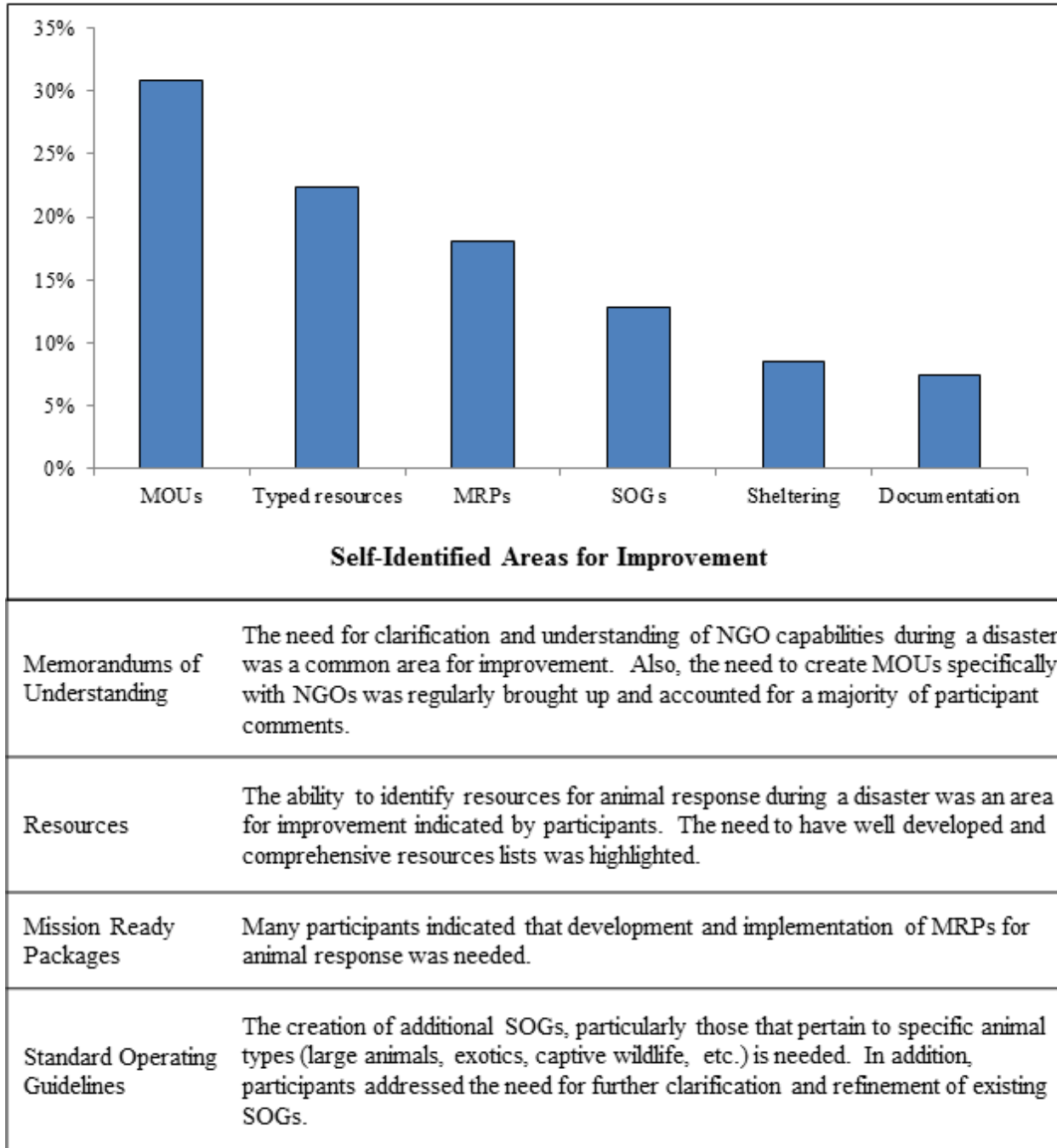


Figure 3: Participant identified areas for improvement based on 90 participant feedback forms submitted by players, observers, and Federal representatives. Participant feedback forms asked players to list three areas for improvement. Player responses were evaluated and categorized. Displayed results were the most commonly documented areas for improvement.

## Objective 2:

By the end of Exercise Day 1, utilize a gap analysis and identify the level of resources required for the pet sheltering mission and determine a minimum of 10 resources (typed or un-typed) the state will need to request.

### **Core Capabilities: Operational Coordination Public and Private Resources and Services Mass Care Services Critical Transportation**

#### **Strengths**

The partial capability level can be attributed to the following strength:

**Strength 2.1:** Participants expressed an improved understanding of companion animal issues regarding animal-response efforts.

#### **Areas for Improvement**

The following areas require improvement to achieve the full capability level:

**Area for improvement 2.1:** States need improved understanding pertaining to animal response activities that would be reimbursable under a Stafford Act declaration through the Public Assistance Grant Program and associated requirements (documentation, submission process, timeframes, etc.).

**Reference:** N/A

**Analysis:** Participants were not clear on the types of resources that could be reimbursed under the Stafford Act. In addition, much of the discussion among teams that occurred during the exercise did not include what documentation is needed, under what timeframe forms should be submitted, or to whom the forms should be sent to be eligible for reimbursement from the Federal government.

**Area for improvement 2.2:** States need improved understanding of animal response resources that could be requested (via EMAC) from other states and capabilities that could be requested (via RRF) from the Federal government during a catastrophic incident.

**Reference:** N/A

**Analysis:** Though this exercise did not explicitly evaluate what resources were requested, it was clear from general observation that states did not have a clear concept of what specific resources could be requested via EMAC and RRF.

**Area for improvement 2.3:** Formal relationships with animal response NGOs at the state, local, tribal, and territorial (SLTT) level did not exist in many states.

**Reference:** N/A

**Analysis:** Based on participant feedback forms, 31% of participants included formal relationships with NGOs as a needed area for improvement (Figure 3 on page 12). This notion was confirmed in regional hotwashes, where the majority of states recognized the importance of obtaining formal agreements with NGOs.

For states that addressed large animal and/or livestock during the exercise, major gaps in resources for sheltering and transporting equine/large animals were identified. Of these states, 30% recognized the need to pursue formal relationships with NGOs to fill the gaps in large animal response in their state.

**Area for improvement 2.4:** Requested animal response resources did not consistently align with the needed resources identified when a gap analysis was conducted.

**Reference:** N/A

**Analysis:** Information gathered from regional hotwashes highlighted the need for more details about what resources existed in the state. Four states knew what resources were available but did not know where in the state they were located or the specific details of the resources, making it difficult to accurately assess what resources were still needed.

Challenges were also encountered when states were asked to identify additional resource needs based on 175% of their current pet sheltering capacity for 30 days. Current state sheltering capacity was either unknown or the procedure for enacting existing agreements for additional sheltering was unclear.

**Area for improvement 2.5:** Many state departments of agriculture/animal health do not fully understand their role in pet sheltering.

**Reference:** N/A

**Analysis:** Based on feedback during regional hotwashes, participants expressed difficulty executing required actions, primarily due to lack of understanding of appropriate authorities within the state. Pet sheltering was a task that highlighted this area for improvement during the exercise. In some cases, the ambiguity of which ESF addresses pet sheltering in each state led to problems completing required critical tasks.

**Area for improvement 2.6:** Lack of awareness regarding NGO capabilities and potential response efforts within states was observed (Figure 3 on page 12).

**Reference:** N/A

**Analysis:** Over half of the states that participated in this exercise experienced difficulty describing how NGO resources could be coordinated with current state resources. Many of these issues arose from either having draft or informal arrangements with NGOs, outdated MOUs, or states were unclear about the role of NGOs for animal-response

during a disaster. In some cases, high personnel turnover was the root cause of participants being unfamiliar with NGO partnerships in their state.

## Objective 3:

By the end of Exercise Day 1, demonstrate the ability to request out-of-state, Federal, and NGO assistance for at least three different animal-related resources and capabilities via Emergency Management Assistance Compact (EMAC) Request for Assistance (REQ-A) form, the Resource Request Form (RRF), and existing or created Memorandums of Understanding (MOUs) with NGOs.

### **Core Capabilities: Operational Coordination Public and Private Resources and Services Mass Care Services Critical Transportation**

## Strengths

The partial capability level can be attributed to the following strengths:

**Strength 3.1:** Use of Southern Agriculture & Animal Disaster Response Alliance (SAADRA) typed resources was demonstrated to be an accepted standard during a disaster (Figure 2 on page 11).

**Strength 3.2:** Participants expressed an improved understanding of captive wildlife issues regarding animal-response efforts.

**Strength 3.3:** Pre-exercise trainings and exercise play generated greater awareness of how to more effectively utilize NGOs during a disaster.

**Strength 3.4:** State agencies exhibited a strong need to further collaborate with agencies at the Federal level and with agencies in other states during future disaster responses.

**Strength 3.5:** Opportunities for direct communication between NGO representatives and state-level players established and strengthened relationships that will improve future disaster preparedness activities.

**Strength 3.6:** Areas for improvement identified in the 2012 Multi-Jurisdictional Resource Coordination Exercise were addressed by states that participated in both exercises as an increased number of pre-existing MOUs were used for requests to NGOs in the current exercise.

## Areas for Improvement

The following areas require improvement to achieve the full capability level:

**Area for Improvement 3.1:** State level agency personnel had difficulty defining the different procedures to request resources from other states via the EMAC REQ-A, from the Federal government via the RRF, and through MOUs with NGOs.

**Reference:** N/A

**Analysis:** Throughout the exercise, evaluators, reviewers, and subject matter experts (SMEs) noted that players had difficulty in accurately completing the EMAC REQ-A, the RRF, and NGO requests for assistance. Most notably, players were not clear on the language needed to request a capability from the Federal government via the RRF. This was commonly noted in FEMA reviewer comments who rejected the majority of submitted RRFs due to the participants requesting specific resources rather than the required capability.

Based on final RRF submissions, 4 out of 24 states successfully submitted RRFs that were approved on the initial submission. An additional 8 states obtained approved RRFs with slight difficulty. RRFs for 9 states were rejected upon submission and only two were approved when resubmitted. Three states' RRFs were neither rejected nor approved, due to time limitations during the exercise. The difficulty in obtaining approved forms highlights the need for future training and collaboration between agriculture/animal health representatives and emergency management agencies.

In regards to pre-exercise trainings for RRF completion and submittal, 39% of respondents indicated they did not attend or view the training webinar. Of the remaining 61%, 51% either agreed or strongly agreed that this webinar was informative and helpful in completing the associated tasks. Future training on requesting resources from the Federal government via the RRF should be available to agriculture/animal health representatives to increase knowledge and capabilities to address animal disaster response.

**Area for Improvement 3.2:** In addition to lack of awareness regarding existing MOUs, the protocols/procedures for deploying NGO resources were not well understood.

**Reference:** N/A

**Analysis:** All participating states completed NGO requests; however, through regional hotwashes and evaluation information, states recognized the need to establish written protocols for enacting MOUs with NGOs (Figure 3 on page 12). In some cases, NGO representatives in the SIMCELL and state representatives identified gaps in understanding how to request NGO deployment and how to track the resources after deployment, including logistical concerns once the resources enter their state. Additional legal and licensing concerns were discussed by a number of states, though no clear path for improvement was identified.

**Area for Improvement 3.3:** Consistent, standardized multi-species animal resource-typing (e.g., SAADRA-typed resources) is needed beyond the scope of the exercise.

**Reference:** N/A

**Analysis:** Participants who were introduced to and/or used SAADRA-typed resources for the first time as a result of the exercise found them to be extremely useful for animal response during the simulated disaster. In addition to increasing the scope of current SAADRA typed resources, the majority of participants indicated that these typed resources need to be both expanded and accepted nationally (Figure 2 on page 11).

Out of 24 participating states, 15 utilized SAADRA animal resource typing to request resources from other states using the EMAC REQ-A form. Twenty-six requests using SAADRA-typed resources were submitted. Twelve states submitted 15 typed-sheltering requests, 4 typed-transport requests, and 1 typed-search and rescue (SAR) request. Two states requested SAADRA-typed large animal veterinary strike teams and large animal SAR. Three states submitted EMAC requests for SAADRA-typed Incident Management Teams.

**Area for Improvement 3.4:** Many state agencies require greater understanding of captive wildlife issues during a disaster or emergency.

**Reference:** N/A

**Analysis:** Information included in the EEGs by evaluators did not mention captive wildlife or exotic pets in their comments during the exercise; however, in regional hotwashes and participant feedback forms, players identified a gap or lack in knowledge about how to manage captive wildlife issues or what specific resources would be needed during a disaster. Two states submitted requests for assistance from the Federal government for captive wildlife issues.



## Objective 4

By the end of Exercise Day 2, identify five animal-related state resources that could be deployed to another state that has a disaster and respond to at least one EMAC request with appropriate, accurate information.

### **Core Capabilities: Operational Coordination Public and Private Resources and Services Mass Care Services Critical Transportation**

#### Strengths

The partial capability level can be attributed to the following strengths:

**Strength 4.1:** Participants recognized the importance of requesting only the specific resources needed due to not only the associated cost but also the challenge in managing and/or utilizing excess resources.

**Strength 4.2:** Areas for improvement identified in the 2012 exercise were addressed as some states utilized MRPs in their response for animal-related resource assistance.

#### Areas for Improvement

The following area requires improvement to achieve the full capability level:

**Area for Improvement 4.1:** The majority of states did not use MRPs during the exercise.

**Reference:** N/A

**Analysis:** 20 out of 24 states did not have MRPs developed prior to the exercise. Response times were delayed due to excessive time spent calculating costs thereby limiting the number of resources that could be requested within the exercise timeframe. Based on participant feedback forms, 18% of respondents identified MRPs as a significant state resource that needs to be developed (Figure 3 on page 12). MRPs were also a primary topic for discussion during exercise hotwashes and AAR/IP development conference calls, indicating a strong need to develop further MRPs for animal response during a disaster.

## APPENDIX A: IMPROVEMENT PLAN

This Improvement Plan (IP) has been developed as a result of the Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE) conducted on July 9-10, 2014. The sections Responsible Organization, Start Date, and Completion Date have been deleted from the template. This information should be detailed in state/agencies IPs based on outcome of this exercise.

Objective & Core Capability(ies)	Issue/Area for Improvement	Corrective Action	Capability Element <sup>1</sup>	Primary Responsible Organization
<p><b>Objective 1:</b> Within 45 minutes of the end of the first regional partnership call, identify a minimum of five regional contacts and state resources available to respond to animal issues in a natural disaster.</p> <p><b>Core Capability:</b> Operational Coordination</p>	<p>1.1 State emergency contact and resource lists in state emergency operations plans (EOPs) lack sufficient detail and were often not up-to-date.</p>	1.1.1 State emergency contacts lists should be updated annually.	Planning	State agencies
		1.1.2 State animal resource lists should be updated annually and include a detailed catalogue of what resources are available and their location within the state. A system for maintaining the resources list should be utilized.	Planning	State agencies
		1.1.3 Both digital and printed resource lists should be available to state department of agriculture and/or state animal health representatives.	Planning	State agencies
		1.1.4 A repository for state standard operating guidelines (SOGs) should be created to enhance information sharing between states, regions, and agencies.	Organization	State agencies
		1.1.5 A comprehensive national database listing jurisdictional authorities responsible for animal-related resources during disasters should be developed.	Organization	State agencies

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

Objective & Core Capability(ies)	Issue/Area for Improvement	Corrective Action	Capability Element <sup>2</sup>	Primary Responsible Organization
Objective 1 (continued)	1.2. SOGs specific to animal response were lacking in many states.	1.2.1 Written SOGs for companion animal response and recovery need to be detailed and accessible. SOGs should include protocols for requesting resources via the Emergency Management Assistance Compact (EMAC) Request for Assistance (REQ-A) form, the Resource Request Form (RRF), and from Non-Governmental Organizations (NGOs) and include information on each form's requesting authority.	Planning	State agencies NASAAEP
		1.2.2 Written SOGs for large animal response and recovery need to be detailed and accessible. SOGs should include protocols for requesting resources via the EMAC REQ-A form, the RRF, and from NGOs and include information on each form's requesting authority.	Planning	State agencies NASAAEP
		1.2.3 Written SOGs for captive wildlife response and recovery need to be detailed and accessible. SOGs should include protocols for requesting resources via the EMAC REQ-A form, the RRF, and from NGOs and include information on each form's requesting authority.	Planning	State agencies NASAAEP

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

Objective & Core Capability(ies)	Issue/Area for Improvement	Corrective Action	Capability Element <sup>3</sup>	Primary Responsible Organization
Objective 1 (continued)	1.3 Relationships between state departments of agriculture/animal health and state emergency management agencies lack depth to effectively respond to resource needs during a disaster and/ or emergency.	1.3.1 Exercises should be conducted annually that engage both emergency management agencies and state departments of agriculture/animal health to further develop relationships and encourage a more functional operating picture for animal response during a disaster.	Exercise	State agencies Federal agencies
<p><b>Objective 2:</b> By the end of Exercise Day 1, utilize a gap analysis and identify the level of resources required for the pet sheltering mission and determine a minimum of 10 resources (typed or un-typed) the state will need to request.</p> <p><b>Core Capabilities:</b> Operational Coordination Public and Private Resources and Services Mass Care Services Critical Transportation</p>	2.1 States need improved understanding pertaining to animal response activities that would be reimbursable under a Stafford Act declaration through the Public Assistance (PA) Grant Program and associated requirements (documentation, submission process, timeframes, etc.).	<p>2.1.1 Conduct training for agriculture, animal health, and other state agencies with responsibility for animal emergency management on PA program requirements.</p> <p>2.1.2 During disasters, ensure agriculture, animal health, and other state agencies with responsibility for animal emergency management are invited to participate in applicant briefings and are aware of PA program requirements and timeframes.</p> <p>2.1.3 Develop capability to provide coaching/mentoring assistance to support state agencies with animal emergency management responsibility in documenting and submitting application for reimbursement of eligible animal response activities.</p>	Training	State agencies Federal agencies NASAAEP

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

	<p>2.2 States need improved understanding of animal response resources that could be requested (via EMAC) from other states and capabilities that could be requested (via RRF) from the Federal government during a catastrophic incident.</p>	<p>2.2.1 Conduct training for agriculture, animal health, and other state agencies with responsibility for animal emergency management on requesting state-to-state mutual aid through EMAC.</p> <p>2.2.2 Conduct training for agriculture, animal health, and other state agencies with responsibility for animal emergency management on requesting Federal resources.</p> <p>2.2.3 Develop capability to provide coaching/mentoring support during disasters to assist state agencies with animal emergency management responsibility in appropriately requesting needed resources.</p>	<p>Training</p>	<p>NEMA</p> <p>NASAAEP</p> <p>State agencies</p> <p>Federal agencies</p>
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Objective & Core Capability(ies)	Issue/Area for Improvement	Corrective Action	Capability Element <sup>4</sup>	Primary Responsible Organization
Objective 2 (continued)	2.3 Formal relationships with animal response NGOs at the state, local, tribal, and territorial (SLTT) level did not exist in many states.	2.3.1 Formal relationships with animal response NGOs should be established before a disaster.	Planning	State agencies NARSC AVMA Other NGOs
		2.3.2 Memorandums of Understanding (MOUs) should be reviewed and updated annually and updated as necessary.	Planning	State agencies
		2.3.3 Formal agreements with NGOs should be incorporated into the state resource list for animal-response resources in the event of a disaster.	Organization	State agencies
	2.4 Requested animal response resources did not consistently align with the needed resources identified when a gap analysis was conducted.	2.4.1 States should familiarize themselves with the process to conduct a gap analysis.	Planning	State agencies
		2.4.2 A resource tracking system should be utilized to assist in determining appropriate animal-response needs and available resources.	Planning	State agencies
	2.5 Many state departments of agriculture/animal health do not fully understand their role in pet sheltering.	2.5.1 Appropriate agencies should outline their roles and responsibilities regarding pet sheltering during a disaster and proactively engage themselves in the development and maintenance of SOGs regarding small animal response and recovery.	Planning	State agencies

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

Objective & Core Capability(ies)	Issue/Area for Improvement	Corrective Action	Capability Element <sup>5</sup>	Primary Responsible Organization
Objective 2 (continued)	2.6 Lack of awareness regarding NGO capabilities and potential response efforts within states was observed.	2.6.1 Responsible agency representatives should be familiar with which NGOs their state has MOUs and the resources available through these formal agreements.	Planning	State agencies
		2.6.2 Animal-response NGOs should continue to pursue additional avenues for outreach and education regarding their specific capabilities and those of member agencies.	Training	NARSC AVMA Other NGOs
<b>Objective 3:</b> By the end of Exercise Day 1, demonstrate the ability to request out-of-state, Federal and NGO assistance for at least three different animal-related resources and capabilities via EMAC REQ-A form, the RRF and existing or created MOUs with NGOs.  <b>Core Capabilities:</b> Operational Coordination Public and Private Resources and Services Mass Care Services Critical Transportation	3.1 State level agency personnel had difficulty defining the different procedures to request resources from other states via the EMAC REQ-A, from the Federal government via the RRF, and through MOUs with NGOs.	3.1.1 Formal training for state departments of agriculture/animal health representatives needs to be developed and conducted to enhance knowledge of types of resources that can be requested from other states via the EMAC REQ-A form and the procedure to request needed resources.	Training	State agencies  NEMA  NASAAEP
		3.1.2 Formal training for state departments of agriculture/animal health representatives needs to be developed and conducted to enhance knowledge of types of resources that can be requested from the Federal government via the RRF and the procedure to request needed resources.	Training	State agencies  Federal agencies

<sup>5</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Objective & Core Capability(ies)	Issue/Area for Improvement	Corrective Action	Capability Element <sup>6</sup>	Primary Responsible Organization
Objective 3 (continued)	3.1 (continued)	3.1.3 Formal training for state departments of agriculture/animal health representatives needs to be developed and conducted to enhance knowledge of types of resources that can be requested from NGOs through MOUs and the procedure to request needed resources.	Training	State agencies  NASAAEP  NARSC  AVMA  Other NGOs
	3.2. In addition to lack of awareness regarding existing MOUs, the protocols/procedures for deploying NGO resources were not well understood.	3.2.1 A consistent and clear tracking mechanism for NGO resources during a disaster should be implemented through the state emergency operations center's (EOCs) emergency operating system (EOS).	Planning	State agencies
		3.2.2 Prior to a disaster, states should be familiar with how MOUs are enacted for animal emergency response.	Planning	State agencies
		3.2.3 In-person or virtual pre-disaster training opportunities should be developed to enhance response efforts by fostering understanding and awareness of how NGOs and their MOUs are used during a disaster or emergency.	Training	State agencies  NASAAEP  NARSC  AVMA

<sup>6</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.



Objective & Core Capability(ies)	Issue/Area for Improvement	Corrective Action	Capability Element <sup>7</sup>	Primary Responsible Organization
Objective 3 (continued)	3.3 Consistent, standardized multi-species animal resource-typing system (e.g., SAADRA-typed resources) is needed beyond the scope of the exercise.	3.3.1 SAADRA-typed resources should be accepted nationally.	Organization	Federal agencies  SAADRA  NARSC  NASAAEP
		3.3.2 Additional resources that assist with response to and recovery of small animals, livestock, and captive wildlife during a disaster should be typed and be consistent with the current format of SAADRA-typed resources.	Organization	State agencies  Federal agencies  SAADRA  NARSC  Other NGOs
	3.4 Many state agencies require greater understanding of captive wildlife issues during a disaster or emergency.	3.4.1 Responsible agencies should outline their roles and responsibilities regarding captive wildlife issues during a disaster and proactively engage in the development and maintenance of SOGs regarding captive wildlife response and recovery.	Planning	State agencies  Federal Agencies
		3.4.2 Relationships between state agencies, captive wildlife agencies, and NGOs should be developed and allow for information sharing regarding captive wildlife resource needs, public health and safety issues, etc. during a disaster.	Planning	NASAAEP  Other NGOs

<sup>7</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

Objective & Core Capability(ies)	Issue/Area for Improvement	Corrective Action	Capability Element <sup>8</sup>	Primary Responsible Organization
<p><b>Objective 4:</b> By the end of Exercise Day 2, identify five animal-related state resources that could be deployed to another state that has a disaster and respond to at least one EMAC request with appropriate, accurate information.</p> <p><b>Core Capabilities:</b> Operational Coordination Public and Private Resources and Services Mass Care Services Critical Transportation</p>	<p>4.1 The majority of states did not use MRPs during the exercise.</p>	<p>4.1.1 Increase availability of training opportunities and resources to begin and/or continue development of MRP for animal-resource response during a disaster.</p>	<p>Training</p>	<p>NEMA SAADRA NASAAEP</p>
		<p>4.1.2 States should explore and pursue opportunities to utilize MRPs in no-fault learning environments such as exercises, workshops, or tabletop discussions.</p>	<p>Exercise</p>	<p>State agencies Federal agencies SAADRA NEMA</p>
		<p>4.1.3 A repository for developed animal-related MRPs or resource costs should be created to enhance information sharing between states, regions, and agencies.</p>	<p>Organization</p>	<p>SAADRA</p>

<sup>8</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

## APPENDIX B: PARTICIPANT ORGANIZATIONS

Participating Organizations
<b>Federal</b>
Federal Emergency Management Agency (FEMA)
United States Army
United States Department of Agriculture (USDA) Animal and Plant Health Inspection Service (APHIS)
<b>National</b>
National Emergency Management Association (NEMA)
National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP)
<b>Regional Participants</b>
Multi-State Partnership for Security in Agriculture (MSP)
Southern Agriculture and Animal Disaster Response Alliance (SAADRA)
<b>State</b>
Alabama Department of Agriculture
Colorado Department of Agriculture
Colorado Department of Public Safety – Office of Emergency Management
Colorado Division of Homeland Security and Emergency Management
Georgia Department of Agriculture
Georgia Emergency Management Agency
Iowa Department of Agriculture and Land Stewardship
Iowa Homeland Security and Emergency Management
Kentucky Department of Agriculture
Kentucky Department of Public Health
Kentucky Emergency Management
Maine Department of Agriculture, Conservation & Forestry
Maine Emergency Management Agency

Participating Organizations
State
Maryland Department of Agriculture and Animal Health
Maryland Emergency Management Agency
Michigan Department of Agriculture and Rural Development - Animal Industry Division
Michigan State Police – Emergency Management and Homeland Security Division
Mississippi Board of Animal Health
Mississippi Emergency Management Agency
Montana Department of Livestock
Montana Department of Military Affairs – Division of Emergency Services
Montana Disaster and Emergency Services
Nevada Animal Disease Laboratory
Nevada Department of Agriculture
Nevada Division of Emergency Management
New Jersey Department of Agriculture
New Mexico Department of Agriculture
New Mexico Department of Health
New Mexico Department of Homeland Security
New York State Department of Agriculture and Markets
New York State Department of Homeland Security and Emergency Services
North Carolina Department of Agriculture
North Carolina Department of Public Safety
North Carolina Division of Emergency Management
North Dakota Department of Agriculture
North Dakota Department of Emergency Services
North Dakota Department of Health
North Dakota Department of Human Services
Office of Emergency Management and Communications – Chicago, Illinois

<b>Participating Organizations</b>
<b>State</b>
Oklahoma Department of Agriculture, Food, and Forestry
Oklahoma Department of Emergency Management
Pennsylvania Department of Agriculture - Bureau of Animal Health
Pennsylvania Emergency Management Agency
South Carolina Meat and Poultry Inspection Department
Tennessee Department of Agriculture
Tennessee Emergency Management Agency
Texas Animal Health Commission
Texas Department of Public Safety - Division of Emergency Management
Virginia Department of Agriculture and Consumer Services
Virginia Department of Emergency Management
Washington State Department of Agriculture
Washington State Emergency Management Division
West Virginia Department of Agriculture
West Virginia Division of Homeland Security and Emergency Management
<b>Non-Governmental Organizations</b>
American Veterinary Medical Association (AVMA)
Animal Protection of New Mexico
Cumberland County Animal Response Team (Maine)
National Animal Rescue and Sheltering Coalition (NARSC)
Pet Aid Colorado
<b>Academia</b>
Clemson University
Clemson University Livestock Poultry Health
Clemson University, South Carolina Meat-Poultry Inspection Department

<b>Participating Organizations</b>
<b>Academia</b>
Colorado State University Extension
Montana State University Extension: Veterinary Medical Association
Tuskegee University
University of Kentucky
University of Tennessee Extension

## APPENDIX C: EXERCISE DISCUSSION AND OBSERVATION

### Evolution of MARCE from 2012 - present

The University of Georgia hosted a Multi-Jurisdictional Resource Coordination Exercise titled, “Operation Hurricane Brigid – Shelter the Pets” on November 14 – 15, 2012. The functional exercise was sponsored by USDA Animal and Plant Health Inspection Service (APHIS). Eleven participating states represented the Southern Agriculture & Animal Disaster Response Alliance (SAADRA) and included Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, and West Virginia. Non-governmental organizations (NGOs) representing the National Animal Rescue and Sheltering Coalition (NARSC) and Federal agencies also participated in the exercise.

The exercise had three primary objectives:

1. Individual states will identify resources needed for responding to the event during the morning of the first day of the exercise.
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)(now known as RRF) for Federal government assistance during the first day of the exercise.
3. Individual states will respond to an EMAC request for assistance from another state on the second day of the exercise.

The major strengths identified during the 2012 exercise included:

- Participants demonstrated a high level of interest in learning the processes for resource requests 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.

Areas for improvement identified during the 2012 exercise included:

- 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 to prioritize resource distribution.
- Consistent use of electronic tracking systems (WebEOC, e-Tracking, etc.) can improve situational awareness during an incident.

Based on the success of the 2012 exercise, USDA APHIS offered to sponsor a follow-up exercise to address animal resource requests to NGOs and state and Federal agencies, while expanding the exercise to include more states and address large animals and companion animals. During the planning phase of the 2014 Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE), the planning team polled state department of agriculture and/or animal health representatives of SAADRA and to identify existing knowledge and preparedness levels, desired capabilities the exercise should assess, and exercise design strategies. The overwhelming consensus of the polled states recommended the exercise be conducted as an “inbox” or email-centric exercise, rather than use of WebEOC and/or the EMAC Operating System (EOS). Therefore, the 2014 MARCE was structured to mirror the 2012 exercise in format and execution. All injects were submitted to players via email and regular regional conference call updates were conducted throughout the two days to ensure cross-state collaboration and exercise continuity (Appendix E).

## MARCE Design and Structure

The SIMCELL was structured so that some SIMCELL personnel were located at the primary SIMCELL in Frankfort, KY, with additional remote SIMCELL personnel staged at their real-world offices across the nation. Regional remote Resource Request Form (RRF) reviewers (FEMA ESF #6 and USDA ESF #11 regional representatives) used their real-world offices, phone numbers, and email addresses to review RRF requests. Primary SIMCELL personnel at the Frankfort, KY EOC included the exercise director, lead evaluator, lead controller, regional controllers, simulators, an EMAC reviewer (NEMA), two NGO request reviewers (NARSC and AVMA), a lead Federal request reviewer (USDA ESF #11), and subject matter expert (SME) representatives from USDA APHIS Animal Care and Veterinary Services.

In order to streamline remote and on-site SIMCELL activities, all injects sent to and from the SIMCELL were facilitated by three MARCE regional controllers (east, central, and west) with exercise-specific email addresses. Direct communication between players and reviewers/SMEs was limited due to the logistics of tracking states’ progress throughout the exercise. Resource requests and offers were also communicated through the MARCE regional controllers (Figure 4). Primary SIMCELL SMEs logged all communications with players and were not required to go through the regional SIMCELL controllers (Figure 5).

In addition, each state identified an evaluator for their state. The on-site evaluators observed players in-person and communicated with the lead evaluator at the primary SIMCELL via telephone and email.

Based on lessons learned from the 2014 MARCE, future exercises employing EMAC requests and offers of assistance should be conducted using the Emergency Operations System to more



accurately and effectively represent real-life scenarios and limit artificialities encountered while using solely the “inbox” exercise format. In addition, exercise stakeholders representing all disciplines playing in the exercise should be polled to determine exercise design and capabilities to assess, rather than focusing solely on one type of agency. Lastly, it was determined SIMCELL coordination would have been most effective if:

1. All SIMCELL personnel were located at the primary SIMCELL to avoid the need for regional SIMCELL controllers and remote Federal request reviewers; or
2. Regional SIMCELLs were established to customize the exercise geographically.

The exercise planning team believes the latter option would be the more effective choice, but it would be much more expensive to customize the exercise regionally. Both options would require additional travel funds to ensure all SIMCELL personnel could communicate in-person and eliminate the need for less streamlined communication methods.

## Resource Request (Req-A, RRF, or MOU)

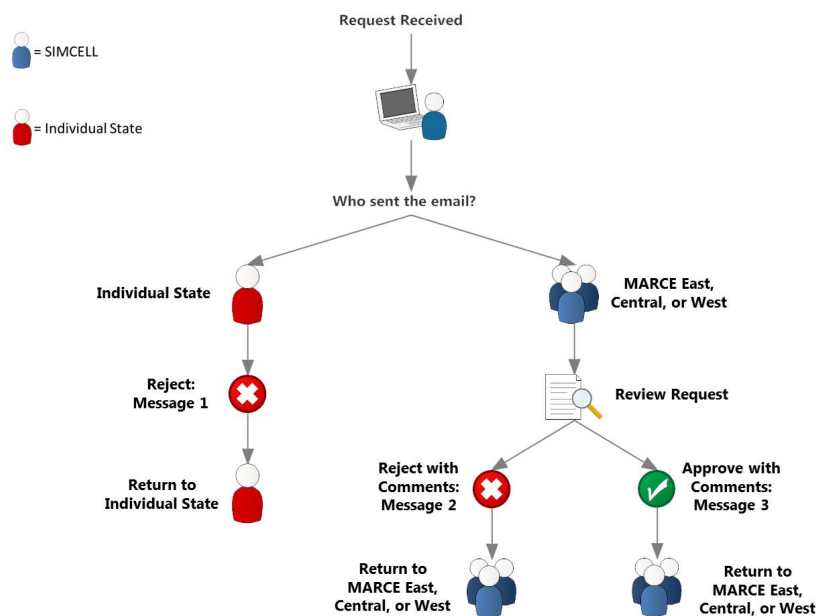


Figure 4: Resource request flowchart that details how communication occurred between players, reviewers, and controllers.

# Subject Matter Expertise Query

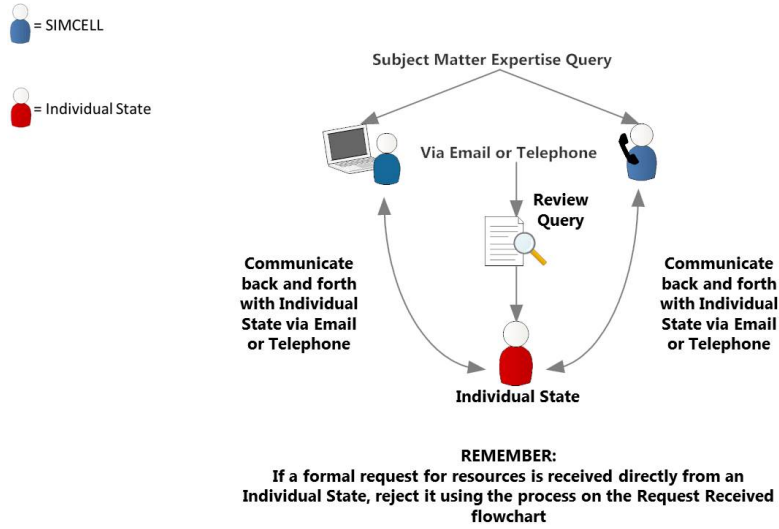


Figure 5: Flowchart that details how requests for information from SMEs were conducted with players.

## APPENDIX D: MARCE TRAINING INFORMATION

In the weeks leading up to the exercise, three training sessions were conducted to provide participants and interested parties with information on how to request animal-related resources from other states via the EMAC REQ-A form, the RRF, and from NGOs through MOUs. In addition, participants were provided information typed resources, specifically those created by SAADRA for animal response during a disaster or emergency.

The trainings occurred via Adobe Connect and were recorded to allow any stakeholder access to the information provided during these webinars. Links to view the training were posted on the MARCE website. The following information details each of the three trainings and gives an overview how the trainings were perceived by participants.

### **Training #1: Typed resources and conducting a gap analysis for MARCE.**

Part 1: Typed resources and MRPs (*Brigid Elchos DVM, MS Board of Animal Health*)

- Overview of typed resources for animal and agriculture.
- Current work being conducted by SAADRA on typing animal-response resources.
- Differentiation between FEMA and SAADRA typed resources.
- Introduction to MRPs.

Part 2: Process to conduct a gap analysis for MARCE (*Andrea Higdon, University of Kentucky*)

- Explanation of a gap analysis including the importance of identifying current resources, steps to completion, and how to utilize a gap analysis in responding to a disaster affecting animals.

### Number of individuals reached:

A total of 118 people participated in this training webinar, either in-person or virtually. In person, 29 state and 14 Federal representatives were in attendance. Seventy-five individuals viewed the recorded webinar before the exercise. Based on participant feedback, 34% of respondents did not attend the webinar in-person or view the recording. Fifty percent strongly agreed or agreed that the training was informative and provided the necessary information for their role in the exercise (Figure 6 on page D-2).

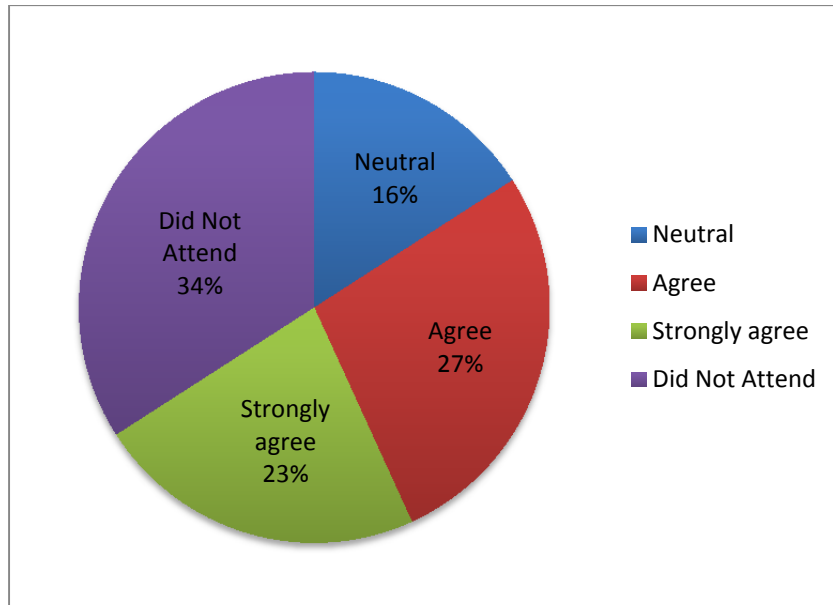


Figure 6: Information based on participant feedback that the training #1 was informative and provided the necessary information for their role in the exercise

### Training #2: Requesting resources using the RRF and from NGOs

Part 1: Requesting resources from the Federal government using the RRF (*George Chambliss, APHIS*)

- Introduction to the RRF.
- Considerations when requesting assistance include alternative agencies, language used when requesting resources from the Federal government, and cost allocation.
- Overview of mission assignments.

Part 2: Requesting resources from NARSC (*Shannon Walajtys, NARSC*)

- Overview of NARSC and the role it plays in animal response during a disaster.
- Agencies with which NARSC has partnerships.
- Steps to establishing a formal MOU with NARSC.

Part 3: Requesting resources from AVMA (*Cheryl Eia DVM, AVMA*)

- Overview of VMAT and the role it plays in animal response during a disaster.
- VMAT Organization and response capabilities.
- VMAT training opportunities.
- Steps to establishing a formal MOU with AVMA/VMAT.

Number of individuals reached:

A total of 105 people participated in this training webinar, either in-person or virtually. In person, 41 state and 21 Federal representatives were in attendance. Forty-three individuals viewed the recorded webinar before the exercise. Based on participant feedback, 51% of respondents did not attend the webinar in-person or view the recording. Fifty percent strongly agreed or agreed that the training was informative and provided the necessary information for their role in the exercise (Figure 7).

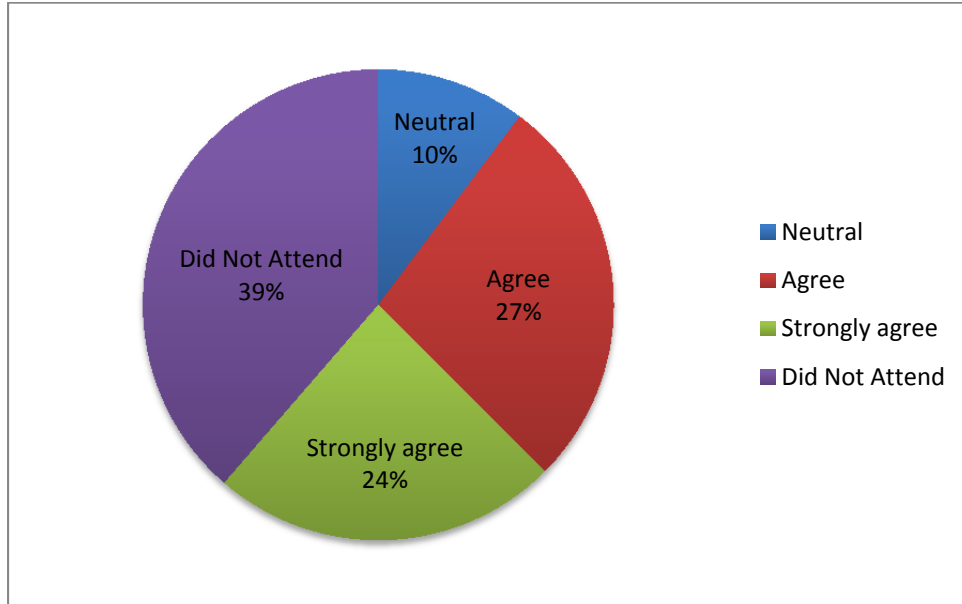


Figure 7: Information based on participant feedback that the training #2 was informative and provided the necessary information for their role in the exercise

**MARCE Training #3: How to complete and respond to EMAC requests (Kim Ketterhagen, NEMA)**

- Overview and history of EMAC.
- EMAC capabilities including types of resources that can be deployed and under what circumstances resource can become available.
- Detailed information on development of MRPs.
- Introduction to EMAC A-teams and the EMAC Operations System.
- NEMA’s role in oversight and management at the state level.

Number of individuals reached:

A total of 73 people participated in this training webinar, either in-person or virtually. In person, 26 state and 19 Federal representatives were in attendance. Twenty-eight individuals viewed the recorded webinar before the exercise. Based on participant feedback, 40% of respondents did not attend the webinar in-person or view the recording. Fifty-two percent strongly agreed or

agreed that the training was informative and provided the necessary information for their role in the exercise (Figure 8).

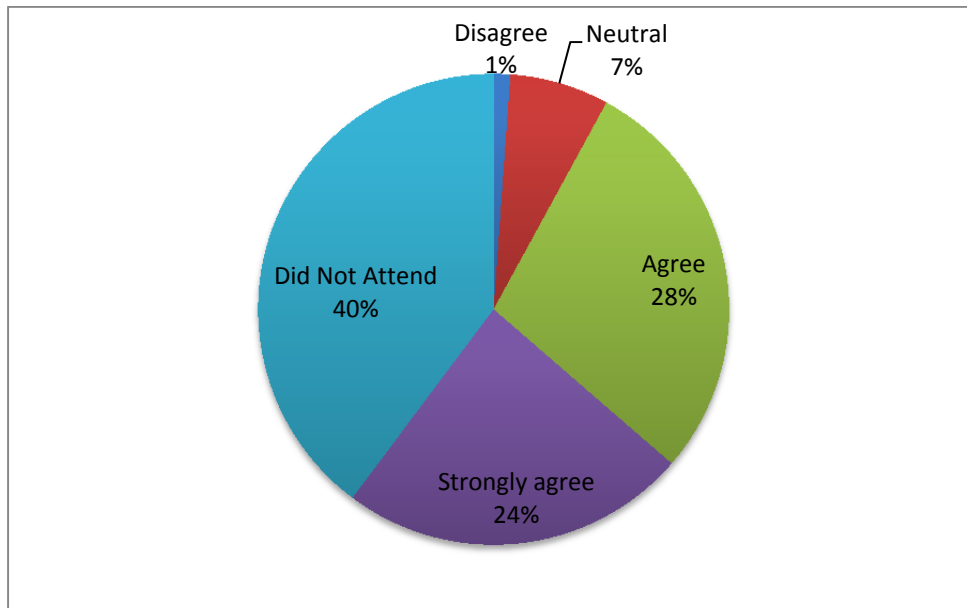


Figure 8: Information based on participant feedback that the training #3 was informative and provided the necessary information for their role in the exercise

## APPENDIX E: REGIONAL STATE GROUPINGS

### Regional Partnership Calls

Existing real-world regional partnerships for disaster response such as SAADRA and MSP currently operate with the goal to enhance communication and resource coordination and sharing in the event of a disaster. These networks strengthen all hazard capabilities through partnerships with the public, animal and agriculture industries, and every level of government (SAADRA, 2005). Preparedness at the state and regional levels are enhanced by these partnerships and are essential to limit response time, to coordinate resources quickly and effectively, and to ensure the safety and health of citizens, food systems, agriculture infrastructure, animals, and economy (SAADRA, 2005).

In an effort to increase the realism of the exercise, states were asked to conduct fictional regional partnership calls that outlined how each state would be responding to the disaster scenario in the SITMAN. Central and West groupings were loosely based on existing regional partnerships, SAADRA and MSP, respectively. With permission from regional partnership leaders, states that participated and were not officially part of a regional partnership were assigned a group based on geographic proximity. Several states registered from the northeast US, though only one was a member of a formal regional partnership (New England States Animal Agriculture Security Alliance) (NESAASA). For this reason, a fictional Northeast partnership was created and led by a NASAAEP representative. Regional partnerships created for this exercise were as follows:

#### Northeast Region:

Maine	New York
Maryland	Pennsylvania
New Jersey	

#### Central Region (based on SAADRA):

Alabama	North Carolina	Virginia
Georgia	South Carolina	West Virginia
Kentucky	Tennessee	
Mississippi	Texas	

#### West Region (loosely based on MSP):

Colorado	Montana	North Dakota
Iowa	Nevada	Oklahoma
Michigan	New Mexico	Washington

## Reviewers for FEMA Resource Request Form

For submission and review of the RRF, states were grouped based on their FEMA Region. Based on their availability, FEMA Regional Coordinators reviewed RRFs submitted by states in their region (Figure 9). Every attempt was made to align FEMA Regional Coordinators with their real-world state groupings; however, in instances where the coordinator was not available, alternate reviewers were assigned.

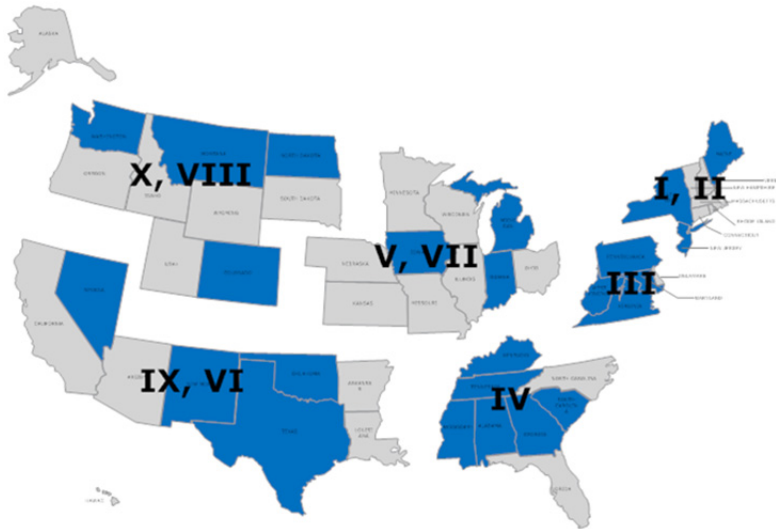


Figure 9: FEMA regional groupings for RRF review during MARCE.

Reviewers for each region were as follows:

**FEMA Regions 1 & 2 (Maine, New Jersey, New York)**

Katey Walsh

**FEMA Region 3 (Maryland, Pennsylvania, Virginia, West Virginia)**

JoAnn Zwicky

**FEMA Region 4 (Alabama, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee)**

George Chambless

**FEMA Region 5 & 7 (Iowa, Michigan)**

Idamis De Jesus Silva

**FEMA Regions 6 & 9 (Nevada, New Mexico, Oklahoma, Texas)**

Todd Smith

**FEMA Regions 8 & 10 (Colorado, Montana, North Dakota, Washington)**

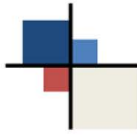
Brannen Ulrick



## APPENDIX F: FORMS PROVIDED DURING THE EXERCISE

The forms found in this Appendix were made available to participants during the exercise.

<b>Name</b>	<b>Page</b>	<b>Description</b>
<b>Gap Analysis Form</b>	F-2	This form was completed and turned in by the state POC prior to the start of the exercise. This information listed animal care resources currently available in each state in the event of a disaster.
<b>SAADRA typed resources</b>	F-4	For the purpose of this exercise, these resources were considered to be the national standard. States were able to use this list to request or offer resources as applicable.
<b>EMAC Tip Sheet for Requesting States</b>	F-20	State agriculture representative could utilize this information sheet to help determine what information the state EMAC authority would need to complete the REQ-A form. The emergency management representative could refer to this tip sheet to gain more information on how to complete fields in the context of this exercise.
<b>EMAC Tip Sheet for Assisting States</b>	F-22	State agriculture representative could utilize this information sheet to help determine what information the state EMAC authority would need to respond to another state's request. The emergency management representative could refer to this tip sheet to gain more information on how to complete fields in the context of this exercise.
<b>REQ-A form</b>	F-24	The REQ-A form is an excel spreadsheet required to complete and submit to request animal care resources from other states and offer assistance to other states.
<b>Resource Request Form (RRF)</b>	F-35	This form was used to request assistance from the Federal government for animal care resources.
<b>NARSC MOU template</b>	F-37	States utilized this document if they wanted to create a fictional MOU with NARSC (or adapt as necessary for other NGOs) for the purpose of the exercise – exercise use only.
<b>AVMA MOU template</b>	F-42	States utilized this document if they wanted to create a fictional MOU with AVMA for the purpose of the exercise – exercise use only.
<b>AMVA Fact Sheet</b>	F-48	This Fact Sheet was made available to participants to give a comprehensive overview of AVMA and their role in disaster response.
<b>MRP Template</b>	F-49	This form was made available to players to provide a first look at development of MRPs and to begin this process if they chose to do so during the exercise.



# Multi-jurisdictional Animal Resource Coordination Exercise (MARCE)



## Animal and Agriculture Resource Gap Analysis Example template

**Gap analysis:** A tool used to compare what is necessary to what is available to determine what resources are still needed.



**How to use this form:** Choose 3-5 capabilities from the list below and enter them under the Capability heading. Under the Resources heading, list available resources your state may have during a disaster or emergency to address the selected capability. This is not intended to be an exhaustive list and you may include animal care capabilities not identified below. You may include Mission Ready Packages (MRPs), SAARDA typed-resources, individual resources, and/or others. List resources your state actually has available for use in a disaster.

Example animal care capabilities		
Sheltering	Veterinary Services	Damage Assessment
Transportation/Evacuation	Just-in-Time Training	Euthanasia
Disposal	Rescue/Capture	Other (please identify)

Capabilities (Examples):	Resources (Examples):
Sheltering	1. SAADRA Type III Animal Sheltering Team
	2. 50 dog crates (36"L x 24"W x 27"H)
	3. Personnel for 5 days trained in Human CPR, animal behavior and handling, pet first aid, HAZMAT awareness, and FEMA IS-10, IS-11, and IS-111
Veterinary Services	1. Mobile veterinary clinic with full clinic capabilities
	2. Three veterinarians and 5 veterinarian technicians
	3. ESF 11 Subject Matter Expert
Disposal	1. 5 medium bulldozers (205hp); 5 trained operators
	2. 2 composting subject matter experts

THIS IS AN EXERCISE DOCUMENT

Animal and Agriculture Resource Gap Analysis  
Template

State:	
Point of Contact Name:	Email:
<b>Capabilities</b>	<b>Resources (list available resources)</b>
	1.
	2.
	3.
	1.
	2.
	3.
	1.
	2.
	3.
	1.
	2.
	3.
	1.
	2.
	3.
	1.
	2.
	3.

THIS IS AN EXERCISE DOCUMENT

SAADRA Typed Resources

RESOURCE: ANIMAL HEALTH INCIDENT MANAGEMENT TEAM					
DEFINITION:		Team provides overall management of animal-related incidents.			
CATEGORY:		Animal and Agriculture Issues		KIND: Team	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV
COMPONENT	METRIC				
Capability	Lead Time to Deploy	24 hours	24 hours	24 hours	12 hours
Capability	Minimum Deployment	5 days	3 days	3 days	Local
Capability	Maximum Deployment	14 days	14 days	14 days	14 days
Capability	Sustained Operations	Self-contained for 5 days	Self-contained for 5 days	Self-contained for 5 days	Local
Personnel	Incident Commander	2, including deputy	2, including deputy	1	1
Personnel	Operations Section Chief	2, including deputy	2, including deputy	1	1
Personnel	Planning Section Chief	2, including deputy	2, including deputy	Optional	Optional
Personnel	Logistics Section Chief	1	1	1	Optional
Personnel	Finance/Admin Section Chief	1	1	1	1
Personnel	Specialized Functions (i.e. disease tracing, epi, etc.)	Situation Dependent	Situation Dependent	Optional	Optional
Personnel	Information Officer	1	1	1	Optional
Personnel	Liaison Officer	1	1	Optional	Optional
Personnel	Safety Officer	1	1	Optional	Optional
Personnel	Experience, Training, and Comprehension	Supervisory role in position for 3 or more federally declared disaster situations in different states. Has organized and supervised subunits of Section in a federally and/or non-federally declared disaster.	Supervisory role in position for a federally declared disaster situation in home and/or other state. Has organized and supervised subunits of Section in a non-federally declared disaster in home state.	Training and/or experience in section for federally or non-federally declared disaster situations in home state.	Training and/or experience in section for federally or non-federally declared disaster situations in home state.

Equipment	Supplies	Laptop with wireless internet capabilities; Satellite/cell phone; Standardized forms commonly used in the execution of each position function	Laptop with wireless internet capabilities; Satellite/cell phone; Standardized forms commonly used in the execution of each position function	Laptop with wireless internet capabilities; Satellite/cell phone; Standardized forms commonly used in the execution of each position function	Laptop with wireless internet capabilities; Satellite/cell phone; Standardized forms commonly used in the execution of each position function
Personnel	Training Required	ICS 100 through 400, ICS 700; Affiliation with official state animal/ag agency	ICS 100 through 400, ICS 700; Affiliation with official state animal/ag agency	ICS 100 through 400, ICS 700; Affiliation with official state animal/ag agency	ICS 100 through 400, ICS 700; Affiliation with official state animal/ag agency
Personnel	Training Recommended	Human CPR; FEMA IS 10, IS 11 and IS 111; HAZMAT Awareness; Biosecurity Awareness;	Human CPR; FEMA IS 10, IS 11 and IS 111; HAZMAT Awareness; Biosecurity Awareness;	Human CPR; FEMA IS 10, IS 11 and IS 111; HAZMAT Awareness; Biosecurity Awareness;	Human CPR; FEMA IS 10, IS 11 and IS 111; HAZMAT Awareness; Biosecurity Awareness;

For Exercise

RESOURCE:		AGRICULTURE AND ANIMAL DAMAGE ASSESSMENT			
DEFINITION:		Obtains rapid, ongoing, and accurate assessments of incident damages.			
CATEGORY:		Animals and Agriculture Issues		KIND:	Team
MINIMUM CAPABILITIES:		Type I	Type II	Type III	Type IV
COMPONENT	METRIC	Type I	Type II	Type III	Type IV
Capability	Minimum Deployment	5 days	3 days	3 days	Local
Capability	Maximum Deployment	14 days	14 days	14 days	14 days
Capability	Sustained Operations	Self-contained for 5 days	Self-contained for 5 days	Self-contained for 5 days	Local
Capability	Lead Time to Deploy	24 hours	24 hours	24 hours	12 hours
Personnel	Number of People Per Response	40 persons to be divided in 2-person (minimum) teams including strike team leader and	20 persons to be divided in 2-person (minimum) teams including strike team	10 people including team leader	2 people
Personnel	Required Training	ICS 700, 100 and 200, Affiliation with affiliated with official state animal/ag agency, Disaster Assessment training	ICS 700, 100 and 200, Affiliation with affiliated with official state animal/ag agency, Disaster Assessment training	ICS 700, 100 and 200, Affiliation with affiliated with official state animal/ag agency, Disaster Assessment training	ICS 700, 100 and 200, Affiliation with affiliated with official state animal/ag agency, Disaster Assessment training
Personnel	Recommended Training	Human CPR and First Aid; Pet First Aid; FEMA IS 10, IS 11, IS 111; HAZMAT Awareness; Biosecurity Awareness	Human CPR and First Aid; Pet First Aid; FEMA IS 10, IS 11, IS 111; HAZMAT Awareness; Biosecurity Awareness	Human CPR and First Aid; Pet First Aid; FEMA IS 10, IS 11, IS 111; HAZMAT Awareness; Biosecurity Awareness	Human CPR and First Aid; Pet First Aid; FEMA IS 10, IS 11, IS 111; HAZMAT Awareness; Biosecurity Awareness
Equipment	Supplies	Maps, flashlight, first aid kit, laptop, cell phone, assessment forms/instructions/SOG, credentials, contact numbers, Truck safety/repair	Maps, flashlight, first aid kit, laptop, cell phone, assessment forms/instructions/SOG, credentials, contact numbers, Truck safety/repair	Maps, flashlight, first aid kit, laptop, cell phone, assessment forms/instructions/SOG, credentials, contact numbers, Truck safety/repair	Maps, flashlight, first aid kit, laptop, cell phone, assessment forms/instructions/SOG, credentials, contact numbers, Truck safety/repair
Vehicle		20 Trucks	10 Trucks	5 Trucks	1 Truck

Comments:	<p>Governed by type and magnitude of the disaster, the structure of the team consists of people most knowledgeable about the collection or material inventory of the disaster site, and assessing the magnitude and extent of impact on both the population and infrastructure of society. Trained specifically for disaster assessment techniques, team members are multidisciplinary and can include health personnel, engineering specialists, logisticians, environmental experts, and communications specialists. Responsibilities include recording observations and decisions made by the team, photographing and recording disaster site damage, and investigating where damage exists. Teams also analyze the significance of affected infrastructures, estimate the extent of damages, and establish initial priorities for recovery. Disaster assessment teams can perform an initial assessment that comprises situational and needs assessments in the early, critical stages of a disaster to determine the type of relief needed for an emergency response, or they may carry out a much more expedited process termed a rapid assessment.</p>
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RESOURCE	ANIMAL TREATMENT TEAM - COMPANION ANIMAL SHELTER				
<b>DEFINITION:</b>	Provides veterinary services within temporary animal shelters for a displaced population.				
<b>CATEGORY:</b>	Animals and Agriculture Issues			<b>KIND:</b>	Team
<b>MINIMUM CAPABILITIES:</b>					
<b>COMPONENT</b>	<b>METRIC</b>	Type I	Type II	Type III	Type IV
Capability	Shelter Capacity	1,000 capacity animal shelter	500 capacity animal shelter	300 capacity animal shelter	100 capacity animal shelter
Capability	Minimum Deployment	5 days	3 days	3 days	3 days
Capability	Maximum Deployment	14 days	14 days	14 days	14 days
Capability	Lead Time to Deploy	24 hours	24 hours	12 hours	12 hours
Capability	Sustainable Operations	Self-contained for 5 days	Self-contained for 5 days	Self-contained for 5 days	Local
Personnel	Team	12 person team consisting of at least 1 behaviorist; 4 Veterinarians and 7 Animal Care and Handling Specialists or higher level	6 person team consisting of at least 1 behaviorist, 2 Veterinarians and 3 Animal Care and Handling Specialists or higher level	3 person team consisting of at least 1 Veterinarian and 2 Animal Care and Handling Specialists or higher level	2 person team consisting of at least 1 Veterinarian and 1 Animal Care and Handling Specialist or higher level
Personnel	Training Required	AER Position Qualifications and Credentials; ICS 300 for team leader; Affiliation with official state animal/ag agency	AER Position Qualifications and Credentials; ICS 300 for team leader; Affiliation with official state animal/ag agency	AER Position Qualifications and Credentials; ICS 300 for team leader; Affiliation with official state animal/ag agency	AER Position Qualifications and Credentials; ICS 300 for team leader; Affiliation with official state animal/ag agency
Personnel	Training Recommended	Human CPR; FEMA IS-10 and IS-11; HAZMAT Awareness; Biosecurity Awareness	Human CPR; FEMA IS-10 and IS-11; HAZMAT Awareness; Biosecurity Awareness	Human CPR; FEMA IS-10 and IS-11; HAZMAT Awareness; Biosecurity Awareness	Human CPR; FEMA IS-10 and IS-11; HAZMAT Awareness; Biosecurity Awareness
Equipment		Minimum: portable medical kit that includes a pet first aid kit; human first aid kit; stethoscope; thermometer; meds, and other supplies as determined by the team leader.	Minimum: portable medical kit that includes a pet first aid kit; human first aid kit; stethoscope; thermometer; meds, and other supplies as determined by the team leader.	Minimum: portable medical kit that includes a pet first aid kit; human first aid kit; stethoscope; thermometer; meds, and other supplies as determined by the team leader.	Minimum: portable medical kit that includes a pet first aid kit; human first aid kit; stethoscope; thermometer; meds, and other supplies as determined by the team leader.
Comments:	A small animal treatment team is a self-equipped team proficient in the medical treatment of companion animals affected by disasters. This team is designated to support small animal evacuation shelters by providing basic medical care. Animals requiring more intensive care should be referred to local veterinary practitioners. Type IV veterinary personnel are not usually deployed out of their home area.				



RESOURCE: ANIMAL TREATMENT TEAM - LARGE ANIMAL SHELTER					
DEFINITION:		Provides veterinary services within temporary animal shelters for a displaced population.			
CATEGORY:		Animals and Agriculture Issues		KIND: Team	
MINIMUM CAPABILITIES:					
COMPONENT	METRIC	Type I	Type II	Type III	Type IV
Capability	Minimum Deployment		3 days	3 days	
Capability	Maximum Deployment		14 days	14 days	
Capability	Lead Time to Deploy		24 hours	24 hours	
Capability	Sustained Operations		Self-contained for 5 days	Self-contained for 5 days	
Personnel	Team		2 Veterinarians; 3 LA Animal Care and Handling Specialists or higher level	1 Veterinarian; 2 LA Animal Care and Handling Specialists or higher level	
Personnel	Training Required		AER Position Qualifications and Credentials; ICS 300 for team leader; Affiliation with official state animal/ag agency	AER Position Qualifications and Credentials; ICS 300 for team leader; Affiliation with official state animal/ag agency	
Personnel	Training Recommended		Human CPR; FEMA IS 10, IS 11, and IS 111; HAZMAT Awareness; Biosecurity Awareness	Human CPR; FEMA IS 10, IS 11, and IS 111; HAZMAT Awareness; Biosecurity Awareness	
Equipment	Medical		Minimum: portable medical kit that includes a pet first aid kit; human first aid kit; stethoscope; thermometer; meds, and other supplies as determined by the supervising veterinarian.	Minimum: portable medical kit that includes a pet first aid kit; human first aid kit; stethoscope; thermometer; meds, and other supplies as determined by the supervising veterinarian.	
Equipment	Handling		Halters; lead ropes; lariat ropes	Halters; lead ropes; lariat ropes	
Equipment	Recommended		cattle panels; squeeze chute	cattle panels; squeeze chute	
Comments:	A large animal treatment team is a self-equipped team proficient in the medical treatment of animals affected by disasters. This team is designated to support large animal evacuation shelters by providing basic medical care. Animals requiring more intensive care should be referred to local veterinary practitioners.				

RESOURCE:		LARGE ANIMAL TRANSPORT			
DEFINITION:		Deployed to transport large animals from an impacted area.			
CATEGORY:		Animals and Agriculture Issues		KIND:	Team
MINIUMUM CAPABILITIES:		Type I	Type II	Type III	Type IV
COMPONENT	METRIC				
Capability	Minimum Deployment	5 days	3 days	1 day	1 day
Capability	Maximum Deployment	14 days	14 days	14 days	14 days
Capability	Lead Time to Deploy	24 hours	24 hours	12 hours	12 hours
Capability	Sustained Operations	Self-contained for 1 day	Self-contained for 1 day	Self-contained for 1 day	Self-contained for 1 day
Capability	Team	3 Large Animal Care and Handling Livestock and Equine Specialists (AHSL and AHSE) or higher level/ Drivers ; 1 veterinarian on call	2 Large Animal Care and Handling Livestock and Equine Specialists (AHSL and AHSE) or higher level/ Drivers ; 1 veterinarian on call	2 Large Animal Care and Handling Livestock and Equine Specialists (AHSL and AHSE) or higher level/ Drivers ; 1 veterinarian on call	2 Large Animal Care and Handling Livestock and Equine Specialists (AHSL and AHSE) or higher level/ Drivers ; 1 veterinarian on call
Personnel	Training Required	Drivers: ICS 100, 200, 700; AHSL or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency	Drivers: ICS 100, 200, 700; AHSL or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency	Drivers: ICS 100, 200, 700; AHSL or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency	Drivers: ICS 100, 200, 700; AHSL or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency
Personnel	Training Recommended	FEMA IS 10, IS 11, and IS 111; Human First Aid; Human CPR; Animal Behavior and Handling	FEMA IS 10, IS 11, and IS 111; Human First Aid; Human CPR; Animal Behavior and Handling	FEMA IS 10, IS 11, and IS 111; Human First Aid; Human CPR; Animal Behavior and Handling	FEMA IS 10, IS 11, and IS 111; Human First Aid; Human CPR; Animal Behavior and Handling
Equipment	Supplies	Halters; lead ropes; lariat ropes; credentials, map/GPS; animal and human first aid kits	Halters; lead ropes; lariat ropes; credentials, map/GPS; animal and human first aid kits	Halters; lead ropes; lariat ropes; credentials, map/GPS; animal and human first aid kits	Halters; lead ropes; lariat ropes; credentials, map/GPS; animal and human first aid kits
Equipment	Recommended Handling	cattle panels; squeeze chute	cattle panels; squeeze chute	cattle panels; squeeze chute	cattle panels; squeeze chute
Equipment	Trailers	Semi-tractor trailer	24-ft livestock trailer	16-ft livestock trailer	2-horse trailer

RESOURCE:		COMPANION ANIMAL EVACUATION AND RE-ENTRY			
DEFINITION:		Deployed to evacuate animals, and return animals to local areas.			
CATEGORY:		Animals and Agriculture Issues		KIND:	Team
MINIMUM CAPABILITIES:		Type I	Type II	Type III	Type IV
COMPONENT	METRIC				
Capability	Minimum Deployment	3 days	3 days	3 days	Local
Capability	Maximum Deployment	14 days	14 days	14 days	14 days
Capability	Lead Time to Deploy	24 hours	24 hours	24 hours	12 hours
Capability	Sustained Operations	Self-contained for 5 days	Self-contained for 5 days	Self-contained for 5 days	Local
Personnel	Team	10 Companion Animal Care and Handling Specialists (AHSC) /Drivers; including Team Leader	8 Companion Animal Care and Handling Specialists (AHSC) /Drivers; including Team Leader	5 Companion Animal Care and Handling Specialists (AHSC) /Drivers, including Team Leader	2 Companion Animal Care and Handling Specialists (AHSC) /Drivers
Personnel	Training Required	Drivers: ICS 100, 200, 700; Team Leader: ICS 300 minimum AHSC or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency	Drivers: ICS 100, 200, 700; Team Leader: ICS 300 minimum AHSC or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency	Drivers: ICS 100, 200, 700; Team Leader: ICS 300 minimum AHSC or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency	Drivers: ICS 100, 200, 700; Team Leader: ICS 300 minimum AHSC or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency
Personnel	Training Recommended	FEMA IS 10 and FEMA IS 11; Human First Aid; Human CPR; Pet First Aid; Animal Behavior and Handling	FEMA IS 10 and FEMA IS 11; Human First Aid; Human CPR; Pet First Aid; Animal Behavior and Handling	FEMA IS 10 and FEMA IS 11; Human First Aid; Human CPR; Pet First Aid; Animal Behavior and Handling	FEMA IS 10 and FEMA IS 11; Human First Aid; Human CPR; Pet First Aid; Animal Behavior and Handling
Equipment	Supplies	Cages; muzzles; leashes; Intake kit; tabbed collars; bowls; litter boxes; cell phone; water hose	Cages; muzzles; leashes; Intake kit; tabbed collars; bowls; litter boxes; cell phone; water hose	Cages; muzzles; leashes; Intake kit; tabbed collars; bowls; litter boxes; cell phone; water hose	Cages; muzzles; leashes; Intake kit; tabbed collars; bowls; litter boxes; cell phone; water hose
Equipment	Travel	Ventilated Semi-tractor trailer	Ventilated 30-ft trailer	Ventilated 20-ft trailer	Air conditioned Cargo van
Supplies	Personal	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS
Vehicles		2 passenger semi truck and vehicles for 8 people	2 passenger truck and 6 passenger vehicle	1 6-passenger truck team/trailer	Cargo van
Comments:	Evacuation and re-entry teams are used to evacuate animals from areas designated by emergency management personnel. The teams will identify, track, and transport animals. Teams will also reunify animals with their owners once returned to the local area. Teams will coordinate activities with incident command and sheltering teams.				

RESOURCE:		COMPANION ANIMAL TRANSPORT			
DEFINITION:		Deployed to evacuate animals, and return animals to local areas.			
CATEGORY:		Animals and Agriculture Issues		KIND:	Team
MINIMUM CAPABILITIES:					
COMPONENT	METRIC	Type I	Type II	Type III	Type IV
Capability	Minimum Deployment	5 days	3 days	3 days	Local
Capability	Maximum Deployment	14 days	14 days	14 days	14 days
Capability	Lead Time to Deploy	24 hours	24 hours	24 hours	12 hours
Capability	Sustainable Operations	Self-contained for 5 days	Self-contained for 5 days	Self-contained for 5 days	Local
Personnel	Team	3 Companion Animal Care and Handling Specialists (AHSC) or higher/Drivers; 1 veterinarian on call	2 Companion Animal Care and Handling Specialists (AHSC) or higher/Drivers; 1 veterinarian on call	2 Companion Animal Care and Handling Specialists (AHSC) or higher/Drivers; 1 veterinarian on call	2 Companion Animal Care and Handling Specialists (AHSC) or higher/Drivers; 1 veterinarian on call
Personnel	Training Required	Drivers: ICS 100, 200, 700; AHSC or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency	Drivers: ICS 100, 200, 700; AHSC or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency	Drivers: ICS 100, 200, 700; AHSC or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency	Drivers: ICS 100, 200, 700; AHSC or higher: AER Qualifications and Credentials; All: Affiliation with official state animal/ag agency
Personnel	Training Recommended	FEMA IS 10 and FEMA IS 11; Human First Aid; Human CPR; Pet First Aid; Animal Behavior and Handling	FEMA IS 10 and FEMA IS 11; Human First Aid; Human CPR; Pet First Aid; Animal Behavior and Handling	FEMA IS 10 and FEMA IS 11; Human First Aid; Human CPR; Pet First Aid; Animal Behavior and Handling	FEMA IS 10 and FEMA IS 11; Human First Aid; Human CPR; Pet First Aid; Animal Behavior and Handling
Equipment	Supplies	Cages; muzzles; leashes; Intake kit; tabbed collars; bowls; litter boxes; cell phone; water hose	Cages; muzzles; leashes; Intake kit; tabbed collars; bowls; litter boxes; cell phone; water hose	Cages; muzzles; leashes; Intake kit; tabbed collars; bowls; litter boxes; cell phone; water hose	Cages; muzzles; leashes; Intake kit; tabbed collars; bowls; litter boxes; cell phone; water hose

Equipment		Ventilated Semi-tractor trailer	Ventilated 30-ft trailer	Ventilated 20-ft trailer	Air conditioned Cargo van
Supplies	Personal	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS
Vehicles		2-4 passenger trucks for transportation of teams	2-4 passenger trucks for transportation of teams	2-4 passenger trucks for transportation of teams	2-4 passenger trucks for transportation of teams
Comments:					

For Exercise Use Only

RESOURCE:		ANIMAL SHELTER TEAM			
<b>DEFINITION:</b>		A team proficient in animal handling, animal care, and animal shelter management that oversees the setup, operations, and staffing of temporary animal shelters.			
<b>CATEGORY:</b>		Animals and Agriculture Issues		<b>KIND:</b>	Team
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV
COMPONENT	METRIC				
Capability	Shelter Capacity	500 capacity animal shelter	300 capacity animal shelter	100 capacity animal shelter	100 capacity animal shelter
Capability	Lead Time to Deploy	24 hours	24 hours	24 hours	12 hours
Capability	Minimum Deployment	5 days	3 days	3 days	3 days
Capability	Maximum Deployment	14 days	14 days	14 days	14 days
Capability	Sustained Operations	Self-contained up to 5 days	Self-contained up to 5 days	Self-contained up to 5 days	Local
Personnel	Shelter Manager	1	1	1	1
Personnel	Operations Team Leader	1	1	1	No
Personnel	Documentation/Admin Specialist	2	1	1	1
Personnel	Animal Care and Handling Specialist	49, includes supervisory personnel	20, includes supervisory personnel	4	8
Personnel	Logistics Specialist	1	1	1	Optional
Personnel	Safety Officer	1	1	Optional	Optional
Personnel	Experience	Has organized and supervised shelter operations in federally and/or non-federally declared disasters.	Has organized and supervised shelter operations in federally and/or non-federally declared disasters.	Training and/or experience in section for non-federally declared disaster situations in home state.	Training and/or experience in shelter management during disaster situations in home state.
Personnel	Required Training	Animal Care and Handling or higher AER Qualifications and Credentials; Affiliation with official state animal/ag agency; Shelter Manager: ICS 100 through 300, IS 700;	Animal Care and Handling or higher AER Qualifications and Credentials; Affiliation with official state animal/ag agency; Shelter Manager: ICS 100 through 300, IS 700;	Animal Care and Handling or higher AER Qualifications and Credentials; Affiliation with official state animal/ag agency; Shelter Manager: ICS 100 through 300, IS 700;	Animal Care and Handling or higher AER Qualifications and Credentials; Affiliation with official state animal/ag agency; Shelter Manager: ICS 100 through 300, IS 700;

Personnel	Recommended Training	Human CPR; FEMA IS-10, IS-11, and IS 111; HAZMAT Awareness; Biosecurity Awareness; Animal Behavior and Handling; Pet First Aid	Human CPR; FEMA IS-10, IS-11, and IS 111; HAZMAT Awareness; Biosecurity Awareness; Animal Behavior and Handling; Pet First Aid	Human CPR; FEMA IS-10, IS-11, and IS 111; HAZMAT Awareness; Biosecurity Awareness; Animal Behavior and Handling; Pet First Aid	Human CPR; FEMA IS-10, IS-11, and IS 111; HAZMAT Awareness; Biosecurity Awareness; Animal Behavior and Handling; Pet First Aid
Equipment	Management Supplies	Laptop with wireless internet capabilities; Satellite/cell phone; Standardized forms commonly used in the execution of each position function	Laptop with wireless internet capabilities; Satellite/cell phone; Standardized forms commonly used in the execution of each position function	Laptop with wireless internet capabilities; Satellite/cell phone; Standardized forms commonly used in the execution of each position function	Laptop with wireless internet capabilities; Satellite/cell phone; Standardized forms commonly used in the execution of each position function
Equipment	Husbandry Supplies	500 crates, bowls, halters, lead ropes, lariat ropes, etc...	300 crates, bowls, halters, lead ropes, lariat ropes, etc...	100 crates, bowls, halters, lead ropes, lariat ropes, etc...	None

For Exercise Documents

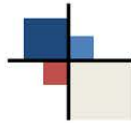
RESOURCE:		LARGE ANIMAL SEARCH AND RESCUE			
DEFINITION:		Proficient in animal capturing, handling, technical rescue and management.			
CATEGORY:		Animals and Agriculture Issues		KIND:	Team
MINIMUM CAPABILITIES:					
COMPONENT	METRIC	Type I	Type II	Type III	Type IV
		Rescue Operations	Rescue Assist	Capture/Collection	Capture/Collection
Capability	Minimum Deployment	5 days	3 days	3 days	Local
Capability	Maximum Deployment	14 days	14 days	14 days	14 days
Capability	Lead Time to Deploy	24 hours	24 hours	24 hours	12 hours
Capability	Sustained Operations	Self-contained for 5 days	Self-contained for 5 days	Self-contained for 5 days	Local
Capability	Rescue Scenarios	Low angle rescue, trailer accidents, A frame use, mud rescue, and flat water rescue, high angle rescue; other local AHJ required specialties such as ice rescue, helicopter lift	Low angle rescue, trailer accidents, A frame use, mud rescue, and flat water rescue, high angle rescue; other local AHJ required specialties such as ice rescue	Low angle rescue, trailer accidents, A frame use, mud rescue, and flat water rescue	Low angle rescue, trailer accidents, A frame use
Personnel	Team	5 - 1 team leader; 3 LA Animal Care and Handling Specialists or higher level including team leader; 1 veterinarian	5 - 1 team leader; 3 LA Animal Care and Handling Specialists or higher level including team leader; 1 veterinarian	4 - 1 team leader; 3 LA Animal Care and Handling Specialists or higher level including team leader; a veterinarian on call	3 LA Animal Care and Handling Specialists or higher level including team leader; a veterinarian on call
Personnel	Training Required Basic	LA Animal Care and Handling Specialists or higher AER Qualifications and Credentials; affiliation with official state animal/ag agency; ICS 100, 200, IS 700; Team Leader ICS 300	LA Animal Care and Handling Specialists or higher AER Qualifications and Credentials; affiliation with official state animal/ag agency; ICS 100, 200, IS 700; Team Leader ICS 300	LA Animal Care and Handling Specialists or higher AER Qualifications and Credentials; affiliation with official state animal/ag agency; ICS 100, 200, IS 700; Team Leader ICS 300	LA Animal Care and Handling Specialists or higher AER Qualifications and Credentials; affiliation with official state animal/ag agency; ICS 100, 200, IS 700; Team Leader ICS 300



Personnel	Training Required Technical	Large Animal Technical Rescue Operations Level Course; Basic Water First Responder; Structural Rope Rescue Operations Level	Large Animal Technical Rescue Operations Level Course; Basic Water First Responder; Structural Rope Rescue Operations Level	Large Animal Technical Rescue Operations Level Course; Basic Water First Responder	Large Animal Technical Rescue Operations Level Course
Personnel	Training Recommended Technical	Structural Rope Rescue Operations Level; Swift Water Operations Level; Structural Rope Rescue Technician Level; Air Crew/S-270 Basic Air Operations	Structural Rope Rescue Operations Level; Swift Water Operations Level; Structural Rope Rescue Technician Level	Structural Rope Rescue Operations Level; Swift Water Operations Level	Structural Rope Rescue Operations Level
Personnel	Training Recommended	FEMA IS 10, IS 11 and IS 111; Human First Aid; Human CPR; Pet First Aid; Biosecurity awareness	FEMA IS 10, IS 11 and IS 111; Human First Aid; Human CPR; Pet First Aid; Biosecurity awareness	FEMA IS 10, IS 11 and IS 111; Human First Aid; Human CPR; Pet First Aid; HAZMAT awareness; Biosecurity awareness	FEMA IS 10, IS 11 and IS 111; Human First Aid; Human CPR; Pet First Aid; HAZMAT awareness; Biosecurity awareness
Equipment	Technical Rescue	Rescue Glide, A frame, appropriate webbing and ropes per AHJ; mud extrication system, and animal flotation system; rescuer SAR and Belay equipment; Anderson Sling sytem or equivalent	Rescue Glide, A frame, appropriate webbing and ropes per AHJ; mud extrication system, and animal flotation system; rescuer SAR and Belay equipment	Rescue Glide, A frame, appropriate webbing and ropes per AHJ; mud extrication system, and animal flotation system	Rescue Glide, A frame, appropriate webbing and ropes per AHJ
Supplies	Personal	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS
Comments:	A team proficient in animal handling, capture, technical rescue, and management (miniumum team of three). Environments may include water (standing and flood), wildfire, hazardous materials (HazMat) conditions. Operations include communications and/or evacuations to effect animal rescue.				

RESOURCE:		COMPANION ANIMAL SEARCH AND RESCUE			
DEFINITION:		Proficient in animal capturing, handling and management.			
CATEGORY:		Animals and Agriculture Issues		KIND:	Team
MINIUMUM CAPABILITIES:		Type I	Type II	Type III	Type IV
COMPONENT	METRIC	Rescue Operations	Rescue Assist	Capture/Collection	Capture/Collection
Capability	Minimum Deployment	5 days	3 days	3 days	Local
Capability	Maximum Deployment	14 days	14 days	14 days	14 days
Capability	Lead Time to Deploy	24 hours	24 hours	24 hours	12 hours
Capability	Sustained Operations	Self-contained for 5 days	Self-contained for 5 days	Self-contained for 5 days	Local
Personnel	Team	2 Animal Control Technicians or higher level	2 Animal Control Technicians or higher level	2 Animal Control Technicians or higher level	2 Animal Control Technicians or higher level
Personnel	Training Required Basic	Animal Control Technician or higher AER Qualifications and Credentials; affiliation with official state animal/ag agency; ICS 100, 200, IS 700	Animal Control Technician or higher AER Qualifications and Credentials; affiliation with official state animal/ag agency; ICS 100, 200, IS 700	Animal Control Technician or higher AER Qualifications and Credentials; affiliation with official state animal/ag agency; ICS 100, 200, IS 700	Animal Control Technician or higher AER Qualifications and Credentials; affiliation with official state animal/ag agency; ICS 100, 200, IS 700
Personnel	Training Required Technical	Rescue Assist technical plus: operations level swift/flood water, HAZMAT, rope rescue, collapsed structure, confined space, trench, ice, mountain, and wildfire	Capture/collection technical plus: awareness level swift/flood water, HAZMAT, rope rescue, collapsed structure, confined space, trench, ice, mountain	Zoonosis, disease control (cleaning/disinfection to include decontamination), animal bite prevention/investigation, restraint/control pole, live trapping, animal behavior, chemical capture, animal ID, report writing, euthanasia certification and biosecurity	Zoonosis, disease control (cleaning/disinfection to include decontamination), animal bite prevention/investigation, restraint/control pole, live trapping, animal behavior, chemical capture, animal ID, report writing, euthanasia certification and biosecurity
Personnel	Training Recommended	FEMA IS 10, IS 11 and IS 111; Human First Aid; Human CPR; Pet First Aid; Biosecurity awareness	FEMA IS 10, IS 11 and IS 111; Human First Aid; Human CPR; Pet First Aid; Biosecurity awareness	FEMA IS 10, IS 11 and IS 111; Human First Aid; Human CPR; Pet First Aid; HAZMAT awareness; Biosecurity awareness	FEMA IS 10, IS 11 and IS 111; Human First Aid; Human CPR; Pet First Aid; HAZMAT awareness; Biosecurity awareness
Supplies	Personal	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS	Credentials; Cash; Map/GPS
Comments:	A team proficient in animal handling and capture and management (miniumum teams of two). Environments may include water (swift and flood), wildfire, hazardous materials (HazMat) conditions. Operations include communications and/or evacuations to effect animal rescue.				

RESOURCE:	VETERINARY STRIKE TEAM				
DEFINITION:	Deployed to an impacted site to support the veterinary infrastructure.				
CATEGORY:	Animals and Agriculture Issues			KIND:	Team
MINIMUM CAPABILITIES:		Type I	Type II	Type III	Type IV
COMPONENT	METRIC				
Capability			Medical Care, Surgery, and Radiography	Triage, Basic Medical Care, and Minor Surgery	Triage, Basic Medical Care
Capability	Minimum Deployment		3 days	3 days	local
Capability	Maximum Deployment		14 days	14 days	14 days
Capability	Lead Time to Deploy		24 hours	24 hours	12 hours
Capability	Sustained Operations		Self-contained up to 5 days	Self-contained up to 5 days	Local
Personnel	Team		14 member team including team leader, 3 veterinarians, mobile clinic staff, and team staff	10 team members including team leader, 3 veterinarians, and team staff	3 person team, including 1 veterinarian and 2 team members
Personnel	Training Required		AER Position Qualifications and Credentials; ICS 300 for team leader; Affiliation with official state animal/ag agency	AER Position Qualifications and Credentials; ICS 300 for team leader; Affiliation with official state animal/ag agency	AER Position Qualifications and Credentials; ICS 300 for team leader; Affiliation with official state animal/ag agency
Personnel	Training Recommended		Human CPR; FEMA IS 10, IS 11 and IS 111; HAZMAT Awareness; Biosecurity Awareness	Human CPR; FEMA IS 10, IS 11 and IS 111; HAZMAT Awareness; Biosecurity Awareness	Human CPR; FEMA IS 10, IS 11 and IS 111; HAZMAT Awareness; Biosecurity Awareness
Equipment	Veterinary Facilities		Mobile Veterinary Clinic with full clinic capabilities; appropriate team PPE	Mobile tents; surgical/exam table; autoclave; veterinary medical supplies; appropriate team PPE	Local facilities; veterinary medical supplies; appropriate team PPE
Comments:	A veterinary strike team is deployed, usually out of their home area to an impacted area, to support veterinary infrastructure in the impacted area. The team is self-equipped and proficient in the the medical treatment of companion animals affected by disasters.				



## Multi-jurisdictional Animal Resource Coordination Exercise (MARCE)



Emergency Management Assistance Compact (EMAC)  
Tip Sheet for Requesting States

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- Exercise or Event:** Exercise
- New or Amended #:** Select as applicable
- Event Name:** Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE)
- Date:** Use appropriate date for exercise (July 9, 2014 or July 10, 2014)
- Requesting State:** State name
- State Mission TN #:** Required for actual event, leave blank for this exercise
- EM Software TN #:** Optional for actual event, leave blank for this exercise
- Requesting Agency:** Name of state department of agriculture or animal health
- EMAC TN#:** Required for actual event, leave blank for this exercise
- REQ-A Contact:** State emergency management representative name, phone, email
- Mission Type:** Select one:
- State
  - National Guard
- Discipline (if State was selected): Select one from list below
- A-Team
  - Agriculture and Forestry
  - Animal Health Emergency
  - Emergency Medical Services
  - Engineering
  - Fire-HazMat
  - Human Services
  - Incident & Emergency Mgmt
  - Law Enforcement
  - LE- Corrections
  - LE- Sheriff
  - LE - State Police
  - Mass Care
  - Medical Resources
  - Public Health Resources
  - Public Works, Search and Rescue
  - Transportation and Highways
- Status (if National Guard was selected): Select one from list below
- State Active Duty
  - Title 32
- Mission Description:** General statement about what, why, and where resource is requested
- Resource Requested:** List SAADRA typed resource or specific parameters of untyped resource (include quantity)
- Deployment Dates:** Include dates resource is needed and date will be released (include travel days)

THIS IS AN EXERCISE DOCUMENT

Page 1 of 2



## Multi-jurisdictional Animal Resource Coordination Exercise (MARCE)



Emergency Management Assistance Compact (EMAC)  
Tip Sheet for Requesting States

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**Work Location Info:** Select one from list below:

- State EOC
- Local EOC
- Field – impacted area
- Other

**Work Loc. Detail:** Where work will be performed (name of site, address/GPS coord.)

**Working Conditions:** Select one from list below:

- Normal (infrastructure & support services operational)
- Minimal (very little infrastructure & support services)
- Primitive (no infrastructure & support services)

Comments:

- Identify conditions unique to the facility/environment

**Living Conditions:** Select one from list below:

- Normal (all amenities available)
- Minimal (some hotels & restaurants operational)
- Base Camp or similar (meals & lodging provided)
- Primitive (responders must be self-sustaining for all amenities)

Comments:

- Identify travel logistics or other important details

**Health & Safety:** Select all that apply:

- No safety or health concerns have been identified
- Suggested immunizations/vaccinations
- Environmental hazards exist for this mission
- Personal Protection Equipment (PPE) needed

Remarks:

- Identify environmental hazards and other concerns

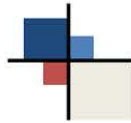
**Resource Coord.:** Provide state agriculture or animal health representative name, title, agency, office phone, cell phone, and email address

**Staging Area & POC:** Provide POC name, POC phone, location/facility name, and location/facility address/GPS coordinates (leave location/facility information blank if no staging area or if same as work location above)

**EMAC Authority:** State emergency management designee

THIS IS AN EXERCISE DOCUMENT

Page 2 of 2



## Multi-jurisdictional Animal Resource Coordination Exercise (MARCE)



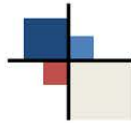
Emergency Management Assistance Compact (EMAC)  
Tip Sheet for Assisting States

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- Exercise or Event:** Exercise
- Requesting State:** State name
- Event Name:** Multi-Jurisdictional Animal Resource Coordination Exercise (MARCE)
- Req. State Mission TN #:** Required for actual event, leave blank for this exercise
- Req. EM Software TN #:** Optional for actual event, leave blank for this exercise
- Requesting Agency:** Name of requesting state department of agriculture or animal health
- EMAC Authority:** State emergency management designee
- Date:** For all date fields, use appropriate date for exercise (July 9, 2014 or July 10, 2014)
- New or Amended #:** Select as applicable
- Assisting State:** State name
- Assisting State TN#:** Required for actual event, leave blank for this exercise
- Assisting Agency:** Name of assisting state department of agriculture or animal health
- Asst. St. EM Software TN #:** Optional for actual event, leave blank for this exercise
- Asst. St. REQ-A Contact:** Assisting state emergency management representative name, phone, email
- Mission Type:** Select one:
- State
  - National Guard
- Discipline (if State was selected): Select one from list below
- A-Team
  - LE- Corrections
  - Agriculture and Forestry
  - LE- Sheriff
  - Animal Health Emergency
  - LE - State Police
  - Emergency Medical Services
  - Mass Care
  - Engineering
  - Medical Resources
  - Fire-HazMat
  - Public Health Resources
  - Human Services
  - Public Works, Search and Rescue
  - Incident & Emergency Mgmt
  - Transportation and Highways
  - Law Enforcement
- Status (if National Guard was selected): Select one from list below
- State Active Duty
  - Title 32

THIS IS AN EXERCISE DOCUMENT

Page 1 of 2



## Multi-jurisdictional Animal Resource Coordination Exercise (MARCE)



Emergency Management Assistance Compact (EMAC)  
Tip Sheet for Assisting States

---

<b>Mission Description:</b>	General statement about what, why, and where resource is requested (may be same as information in Section I)
<b>Resources Available:</b>	List SAADRA typed resource or specific parameters of untyped resource being offered – include quantity (may be same as Resource Requested in Section I, but edit as needed)
<b>In-State Resource POC:</b>	Identify name, phone, and email of individual in the assisting state that is most knowledgeable about the resource (team leader, etc.)
<b>Staging Area &amp; POC:</b>	Provide POC name, POC phone, location/facility name, and location/facility address/GPS coordinates (leave location/facility information blank if no staging area or if same as work location above)
<b>Deployment Dates:</b>	Include date resource will be available and released (include travel days)
<b>Mission Cost Estimates:</b>	Use subsequent tabs in spreadsheet to itemize costs for each of the following categories (as appropriate) – total costs will carry over to Section II worksheet: <ul style="list-style-type: none"><li>• Travel</li><li>• Equipment</li><li>• Commodities</li><li>• Other</li><li>• Personnel</li></ul> <p>Alternatively, enter total cost estimate from Mission Ready Package on bottom of Section II and attach MRP detail to email sent to SIMCEL</p>

THIS IS AN EXERCISE DOCUMENT

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Form REQ-A, 2011

Emergency Management Assistance Compact (EMAC)  
Interstate Mutual Aid Request for Assistance

Section I



SECTION I: TO BE COMPLETED BY THE REQUESTING STATE					
Select Exercise or Event:	Exercise	New or Amended #:	New		
Event Name:					
Date:		Requesting State:			
State Mission TN #:		EM Software TN #:			
Requesting Agency:		EMAC TN #:			
Requesting State REQ-A Contact:					
	First Name:		Last Name:		
	Phone 1:		Phone 2:		
	E-mail 1:		E-mail 2:		
Mission Type:	Select Type:	If State:	Select Discipline:	IN#:	Select Status:
Mission Description:	For Exercise Use Only				
Resource Requested:					
Deployment Dates (including travel days):					
Mobilization:			Demobilization:		
	Date Needed:		Date Released:		
Deployment Details:					
Work Location/Facilities:			Field - impacted area		
	Location/Facility Name:				
	Address 1:				
	Address 2:				
	City:		Zip Code:		

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Form REQ-A, 2011

Emergency Management Assistance Compact (EMAC)  
Interstate Mutual Aid Request for Assistance

Section I

<b>Deployment Details (continued):</b>			
<b>Working Conditions</b>			
	<b>Working Conditions Comments:</b>		
<b>Living Conditions</b>			
	<b>Living Conditions Comments:</b>		
<b>Identify Health &amp; Safety Concerns (select all that apply):</b>			
	<input type="checkbox"/>	No Safety or Health Concerns have been identified	
	<input type="checkbox"/>	Immunizations or Vaccinations are suggested to deploy on this mission	
	<input type="checkbox"/>	Environmental Hazards Exist for this mission (identified below)	
	<input type="checkbox"/>	Personal Protection Equipment Needed	
	<b>Safety Concerns/Remarks:</b>		
<b>Requesting State Resource Coordination Contact:</b>			
	<b>First Name:</b>	<b>Last Name:</b>	
	<b>Title:</b>	<b>Agency:</b>	
	<b>Phone 1:</b>	<b>Mobile:</b>	
	<b>E-mail 1:</b>	<b>E-mail 2:</b>	
<b>Staging Area and Point of Contact:</b>			
	<b>POC First Name:</b>	<b>Last Name:</b>	
	<b>Phone 1:</b>	<b>Phone 2:</b>	
	<b>Location/Facility Name:</b>		
	<b>Address 1:</b>		
	<b>Address 2:</b>		
	<b>City:</b>		
	<b>Zip Code:</b>		
The EMAC Authorized Signature below certifies that information contained herein accurately represents, to the best of their knowledge, the resource request at the time.			
<b>Name of EMAC Authorized Representative:</b>			
<b>Signature of EMAC Authorized Representative with Date:</b>		<b>Date:</b>	

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Form REQ-A, 2011

Emergency Management Assistance Compact (EMAC)  
Interstate Mutual Aid Request for Assistance

Section II



SECTION II: TO BE COMPLETED BY THE ASSISTING STATE					
Select Exercise or Event :	Exercise	Requesting State:			
Event Name:	Hurricane Brigid				
Requesting State Mission TN #:		Req. State EM Software TN #:			
Requesting Agency:		EMAC TN #:			
The EMAC Authorized Signature below certifies that information contained herein is a mission estimate to be accepted or declined by the EMAC Requesting State.					
Name of EMAC Authorized Representative:					
Signature of EMAC Authorized Representative with date:				Date:	11/15/2012
Date:		New or Amended #:	Select New or Amendment #		
Assisting State:		Assisting State TN #:			
Assisting Agency:		Assisting State EM Software TN #:			
Assisting State REQ-A Contact:					
	First Name:		Last Name:		
	Phone 1:		Phone 2:		
	E-mail 1:		E-mail 2:		
Mission Type:	Select One:	If State:	If NG:	Select Status:	
Mission Description:	<div style="position: absolute; top: 50%; left: 50%; transform: translate(-50%, -50%); opacity: 0.5; font-size: 48px; pointer-events: none;">                     For Exercise Use Only                 </div>				
Resources Available:					

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Form REQ-A, 2011

Emergency Management Assistance Compact (EMAC)  
Interstate Mutual Aid Request for Assistance

Section II

Select Exercise or Event :	Exercise	Requesting State:	
Event Name:	Hurricane Brigid		
Requesting State Mission TN #:		Req. State EM Software TN #:	
Requesting Agency:		EMAC TN #:	
<b>In-State Resource Point of Contact:</b>			
	First Name:	Last Name:	
	Phone 1:	Phone 2:	
	E-mail 1:	E-mail 2:	
<b>Deployment Dates (including travel days):</b>			
<b>Mobilization:</b>		<b>Demobilization:</b>	
	Date Available:	Date Released:	
<b>MISSION COST ESTIMATE (Enter details on subsequent pages):</b>			
<b>Total Equipment, Commodity, Other, and Personnel Quantity &amp; Costs</b>			
<small>Enter all equipment, commodity, other, and personnel details on tab labeled as such (Travel, Equipment, Commodities, Other, Personnel) on this worksheet. Totals for each category will automatically be updated below as data is entered on subsequent sheets.</small>			
<b>Total Travel Costs:</b>	\$ -	<b>Total Equipment Costs:</b>	\$ -
<b>Total Commodity Costs:</b>	\$ -	<b>Total Other Costs:</b>	\$ -
<b>Total Personnel on Mission:</b>	0	<b>Total Personnel Costs:</b>	\$ -
<b>Total Cost Estimate from REQ-A (This number is calculated from the data entered into the REQ-A Excel worksheets):</b>		\$	-
<small>Note: If you received a Mission Ready Package from the Resource Provider, enter the total under "Total Cost Estimate" below and attach complete Mission Ready Package to provide detailed costs.</small>			
<b>Total Cost Estimate from Mission Ready Package (please enter total and attach Mission Ready Package)</b>		\$	

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Emergency Management Assistance Compact (EMAC)  
Interstate Mutual Aid Request for Assistance

Section II - Travel

SECTION II: TO BE COMPLETED BY THE ASSISTING STATE			
Requesting State Mission TN #:	0	Assisting State TN #:	0
<b>Travel Costs:</b>			
Insert total costs from each travel category below.			
Total Personal Vehicle Expenses:		Total Rental Vehicle Total Expenses:	
Total Governmental Vehicle Expenses:		Total Air Travel Expenses:	
Total Meals & Tips (Receipt) Expenses:		Total Meals & Tips (Per Diem Expenses):	
Total Lodging		Total Parking Fee Expenses:	
Total Shipment and Transportation Expenses:		Total Travel Costs from all Categories	\$ -
Identify and Transportation Requirements or comments concerning Travel:			
<p style="font-size: 48px; opacity: 0.5; transform: rotate(-30deg);">For Exercise Use Only</p>			

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Emergency Management Assistance Compact (EMAC)  
Interstate Mutual Aid Request for Assistance

Section II - Equipment

SECTION II: TO BE COMPLETED BY THE ASSISTING STATE			
Requesting State Mission TN #:	0	Assisting State TN #:	0
<b>Equipment Costs:</b>			
Total Equipment Cost:		\$	-
Number of Fuel Consuming Equipment		Number of Non-Fuel Consuming Equipment	
Enter Equipment Cost Details Below:			
	<b>Equipment Descriptions:</b>		<b>Cost:</b>
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Interstate Mutual Aid Request for Assistance

Section II - Equipment

	Equipment Descriptions:	Cost:
22		
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Emergency Management Assistance Compact (EMAC)  
Interstate Mutual Aid Request for Assistance

Section II - Commodities

SECTION II: TO BE COMPLETED BY THE ASSISTING STATE			
Requesting State Mission TN #:	0	Assisting State TN #:	0
<b>Commodity Costs:</b>			
<b>Total Commodity Costs:</b>		\$	-
Enter Commodity Cost Details Below:			
	<b>Commodity Descriptions:</b>	<b>Cost:</b>	
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Interstate Mutual Aid Request for Assistance

Section II - Commodities

Commodity Descriptions:		Cost:
23		
24		
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Emergency Management Assistance Compact (EMAC)  
Interstate Mutual Aid Request for Assistance

Section II - Other

SECTION II: TO BE COMPLETED BY THE ASSISTING STATE			
Requesting State Mission TN #:	0	Assisting State TN #:	0
<b>Other Estimated Costs:</b>			
<b>Total Other Costs:</b>			\$ -
Enter Other Cost Details Below:			
<b>Other Costs:</b>			
	<b>Other Descriptions:</b>	<b>Cost:</b>	
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Form REQ-A, 2011

Emergency Management Assistance Compact (EMAC)  
Interstate Mutual Aid Request for Assistance

Section II - Other

Other Descriptions:		Cost:
22		
23		
14		
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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			
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) Disaster Don Jones	2. Title AnyStateUSA Agricultural Resource Coordinator	3. Phone No. 502-607-6674	
4. Requestor's Organization AnyStateUSA Department of Agriculture	5. Fax No.	6. E-Mail Address marce.simcel14@gmail.com	
<b>II. REQUESTING ASSISTANCE (To be completed by Requestor)</b>			
1. Description of Requested Assistance: Decontamination capabilities for small animals leaving HAZMAT zone prior to moving into temporary emergency sheltering facility.			
2. Quantity Decon capabilities for 1000 sma	3. Priority <input type="checkbox"/> Lifesaving <input type="checkbox"/> Life Sustaining <input type="checkbox"/> Normal <input checked="" type="checkbox"/> High	4. Date and Time Needed May 16, 2015	
5. Delivery Site Location AnyStateUSA County Fairgrounds 100 S. Main Street AnyCityUSA, AnyState USA		6. Site Point of Contact (POC) Disaster Don Jones	
		7. 24 Hour Phone No. 502-607-6675	8. Fax No.
9. State Approving Official Signature Calamity Jane Smith			10. Date and Time May 14, 2015
<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	
4. Immediate Action Required <input type="checkbox"/> Yes <input type="checkbox"/> No		3. Assigned to: ESF/OFA: _____ RSF/OFA: _____ Other: _____ Date/Time: _____	
<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			

FOR EXERCISE USE ONLY  
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.			
<u>Description of Requested Assistance:</u> Detail of resource shortfalls, statement of deliverable, or simply state problem/need.			
<u>Priority:</u> The requestor's priority, which may differ from the priority in BOX III.			
<u>Site POC:</u> The person at the delivery site coordinating reception and utilization of the requested resources. 24-hour contact information required.			
<u>If for Direct Federal Assistance (DFA), State Approving Official:</u> 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.			
<u>Accept/Reject:</u> 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.			
<u>Assigned to:</u> 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.			
<u>Date/Time Assigned:</u> 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.			
<u>OFA Action Officer:</u> Ops Section Chief obtains from OFA if request fulfilled by a MA; 24-hr phone/fax required. Information used in eCAPS.			
<u>FEMA Project Manager:</u> Provided by Operations Section Chief; a Region PFT; 24-hr phone/fax required. Information used in eCAPS.			
<u>Statement of Work:</u> 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.			
<u>Resource Request Results:</u> 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

Between the **National Animal Rescue and Sheltering Coalition**  
and  
**<<Insert Partner Name Here>>**

**I. Purpose**

The Purpose of this agreement is to identify and coordinate disaster assistance and animal rescue efforts between NARSC and <<Insert Partner Acronym Here>> in preparing for, responding to, and recovering from a major incident – such as a natural or man-made disaster of significant proportion.

The benefits to this agreement include additional resources (when available) being provided to <<Insert Partner Acronym Here>> following an incident. These resources may include small and large animal strike teams, situational and rapid assessment, “overhead” management teams, equipment, supplies, and transport support.

Ultimately, the primary goal of this agreement 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 an effective and safe response.

**II. Concept of Operations**

Both NARSC and <<Insert Partner Acronym Here>> are separate and independent organizations. As such, each Party retains its own identity in providing services, and each Party is responsible for establishing its own policies and financing its own activities.

**III. Parties**

The National Animal Rescue and Sheltering Coalition is incorporated as a U.S. 501(c) 6 organization comprised of national nonprofit organizations. The National Animal Rescue and Sheltering Coalition works to improve the welfare of animals throughout the United States by *identifying, prioritizing, and finding collaborative solutions to major human-animal emergency issues.*

The National Animal Rescue and Sheltering Coalition is comprised of the following members:

**Voting Members:**

American Humane Association (AHA)  
American Society for the Protection of Cruelty to Animals (ASPCA)  
Best Friends Animal Society  
Code 3 Associates  
International Fund for Animal Welfare (IFAW)  
National Animal Care & Control Association (NACA)  
RedRover (previously United Animal Nations (UAN))

**General Members:**

American Veterinary Medical Association (AVMA)  
Society of Animal Welfare Administrators (SAWA)  
American Red Cross  
National Alliance of Animal and Agricultural State Emergency Programs  
(NASAAEP)  
American Veterinary Medical Foundation (AVMF)  
PetFinder Foundation  
PetSmart Charities

The Members of the National Animal Rescue and Sheltering Coalition (hereinafter referred to as “NARSC”) collectively bring a large number of resources and provide a collective capacity unparalleled worldwide including nearly 8,000 trained volunteers, 200 trained staff, and a large number of vehicles, trailers, boats, and rescue equipment (see Appendix A). All members of NARSC adhere to a Code of Conduct (Appendix B) that ensures that member agencies are NIMS compliant and prepared to work within existing command structures.

*(Insert Partner Information Here).*

**IV. Responsibilities**

NARSC Agrees to:

- NARSC will provide to <<Insert Partner Acronym Here>> a contact list and up-to-date contact phone numbers to ensure readiness (see Appendix C). This contact list will be structured “three-deep” and NARSC will strive toward ensuring that resources will be available 24 hours/day, 7 days/week, 365 days/year;
- Following a request from <<Insert Partner Acronym Here>> to provide NARSC resources, the Coalition (NARSC) Representative (CR) will request from member agencies a list of available resources. Response teams may be comprised of individuals/resources from multiple NARSC agencies. The CR will provide a complete list of responders/agencies to Command. NARSC will not fill any resource requests outside of NARSC membership.
- Upon receiving a request to assist, NARSC will deploy a CR to the Emergency Operations Center. That individual will act as a liaison between <<Insert Partner Acronym Here>> and NARSC members;
  - Command will forward resource needs to the CR who will identify and coordinate incoming NARSC resources; and
  - Those resources will be comprised of NARSC member staff, partners, volunteers, and their equipment and will be organized in teams with a designated Team Leader (TL);
    - The TL will be responsible for ensuring that NARSC resources are used effectively and safely. The TL will report to the Point of Contact (POC) for assignment.

<<Insert Partner Information Here>> Agrees to:

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## V. Term

This Memorandum of Understanding outlines an Agreement made between the National Animal Rescue and Sheltering Coalition, Inc. (NARSC) and <<Insert Partner Name Here>>. The Agreement may be severed by either party for any reason, or no reason, by providing at least thirty (30) days written notice to the other party.

## VI. Periodic Review

Alterations and/or additions, if required, will be made to the Agreement upon mutual consideration and agreement by both parties in written form. This Agreement is signed in two identical copies each having equal legal force. Each party shall keep an original copy of the Agreement.

## VII. Confidentiality of Information

NARSC and <<Insert Partner Acronym Here>> agree to keep, and to ensure that its member agencies, employees, subcontractors, and volunteers keep, confidential all materials and information that are provided to its employees, subcontractors, and volunteers by NARSC or <<Insert Partner Acronym Here>> in connection with their performance under the Disaster Assistance Program and that are not available to the general public, including without limitation, financial information, and information and materials about NARSC's and its affiliates' operations, campaigns, strategic and tactical plans.

NARSC and <<Insert Partner Acronym Here>> shall not and shall ensure that its member agencies, employees, subcontractors, and volunteers do not, use, disclose, or publish any information pertaining to the Disaster Assistance Program without written approval of NARSC and (Insert Partner Acronym Here) either during or subsequent to the Term of the agreement.

## VIII. Assumption of Risk

By signing this agreement, NARSC acknowledges that the nature of the Services involves a high degree of risk of injury to person and property (including death) and NARSC, on behalf of itself, its member agencies, and its employees, subcontractors, and volunteers voluntarily accepts and assumes such risk.

Both <<Insert Partner Acronym Here>> and NARSC hereby release, discharge, hold harmless and indemnify each to the other, its affiliates and their respective members, shareholders, officers, directors, operations Managers, trustees, agents, employees and representatives from all damages, losses, injuries, liabilities, claims demands and causes of action for personal injury, death or damage to personal property ("Claims"), in each case suffered by <<Insert Partner Acronym Here>> or NARSC, by any employee or subcontractor of <<Insert Partner Acronym Here>> or NARSC, or by any other person, arising from or occurring in connection with either agency's provision of the Services, including injury, death or damage caused in whole or in part by the negligence or wrongdoing of any member of <<Insert Partner Acronym Here>> or NARSC, and any injury, death or damage arising out of any medical treatment or first aid

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provided or procured by <<Insert Partner Acronym Here>> or NARSC. <<Insert Partner Acronym Here>> and NARSC agree that neither it nor its successors or assigns will ever assert in any forum any such Claim, and <<Insert Partner Acronym Here>> and NARSC shall indemnify and hold harmless to each other from and against any such Claim (including reasonable attorneys fees and costs incurred in defending such Claim) brought against them by <<Insert Partner Acronym Here>> or NARSC, by any employee, subcontractor, and volunteer of <<Insert Partner Acronym Here>> or NARSC or by any other person.

**IX. Ownership of Information and Other Assets**

- NARSC will have the right from time to time to request, receive and use photographic and/or video images and other information, or to photograph and/or video and request information on animals/communities benefiting from NARSC's support to the Partner Agency. Such pictures and information may be used in fundraising appeals to NARSC member donors around the world, the proceeds of which will be utilized by NARSC members without restriction. All intellectual property rights to such materials will be determined on a case by case basis; and
- Equipment purchased by NARSC for the purpose of implementing relief project will remain the property of NARSC, unless otherwise agreed.
- Equipment procured by Partner Agency to support NARSC efforts will remain the property of the Partner Agency.
- Equipment procured by NARSC Member Agencies for the purpose of implementing relief project will remain the property of the member agency, unless otherwise agreed.

**X. Authority**

This agreement is executed and is governed by the laws of the <<Insert State>> as if executed and to be performed in <<Insert State>>. The state and federal courts located in the <<Insert State>> shall have jurisdiction over all disputes and matters whatsoever arising under, in connection with, or incident to, or related in any way to this agreement.

**GENERAL**

No trustee, Operations Manager, shareholder, member, officer, director, employee or agent of NARSC shall be personally or individually liable – and none of NARSC's affiliates shall be in any way liable – for the observance or performance of NARSC's covenants and obligations under this agreement.

This agreement shall constitute the entire agreement between <<Insert Partner Acronym Here>> and NARSC with respect to the Services and supersedes any and all prior understandings or agreements whether oral or written with respect to the Services. This Agreement will not supersede any existing Agreements in place between <<Insert Partner Name Here>> and a NARSC member agency.

If the above meets with <<Insert Partner Name Here>> approval, please sign and return an original copy of this agreement to Shannon Walajtys, Chair, 290 Summer St, Yarmouthport, MA 02675 signifying <<Insert Partner Name Here>> acceptance of the terms and conditions.

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SIGNED for and on behalf of the NATIONAL ANIMAL RESCUE AND SHELTERING  
COALITION, INC.

Signature: \_\_\_\_\_

Name: Shannon Walajtys

Title: Chair

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

SIGNED for and on behalf of <<Insert Partner Name Here>>

Signature: \_\_\_\_\_

Name:

Title:

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

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MEMORANDUM OF UNDERSTANDING

BETWEEN

THE AMERICAN VETERINARY MEDICAL ASSOCIATION

AND

THE STATE OF \_\_\_\_\_  
\_\_\_\_\_  
(state agency)

I. P U R P O S E

During times of disaster the State of \_\_\_\_\_'s ("State") Emergency Management Agency assigns responsibility for animal and/or agriculture disaster response activities to \_\_\_\_\_ (hereafter known as ""), as outlined in the State's Emergency Management Plan. Should the "" require assistance in preparing for or responding to disasters, the Veterinary Medical Assistance Team ("VMAT") units of the American Veterinary Medical Association ("AVMA") may be utilized to meet mission assignments as agreed upon by both the AVMA and the State and as outlined in this Memorandum of Understanding ("MOU").

This MOU outlines the agreement between the "*insert state agency abbreviation from above*", and the AVMA. The MOU establishes procedures and policies that will guide the parties hereto in the use of the VMAT units for assisting the State with preparedness and response activities.

The VMAT units are directed, supported and funded by the AVMA and their role is to serve at the state and local level by providing the following:

- 1) pre- and post disaster animal response education and training;
- 2) damage assessments on animal and veterinary medical infrastructure during emergencies;
- 3) post-disaster veterinary medical services.

II. R E S P O N S I B I L I T Y

A. The "" of the State of \_\_\_\_\_ will:

- Provide a representative as a liaison for the VMAT team following official request and approval of the MOU.
- Document deployment requests in Action Request Forms or other approved forms as agreed upon by both the "" and the AVMA.
- Integrate VMAT individuals or units within the state veterinary response system during disaster response efforts.
- For VMAT team members that hold a license, certificate, or other permit to provide veterinary medical services in a jurisdiction outside of the State, the State shall deem such VMAT team member to be equally licensed, certified or

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permitted in the State while performing services pursuant to this MOU. If the State does not have authority to recognize VMAT team member credentials on an emergency basis, then the State acknowledges that the services provided by VMAT team members may be limited.

- In the event a VMAT team member sustains injury in the course of, and arising out of, the response to the incident for which the VMAT team was requested, such VMAT team member shall be entitled to all applicable benefits normally available to State personnel injured in the course of employment, including without limitation workers' compensation benefits. If the State does not have authority to offer such insurance benefits, the State agrees to provide insurance coverage that is customary for volunteers and veterinary medical personnel in the State. VMAT team members shall also be entitled to apply for any additional state and/or federal benefits that may be available to them for line of duty deaths.
- Notify FEMA ESF-11 desk in state emergency operations center when VMAT are activated.
- Assist AVMA in securing priority housing/rental car contracts (at AVMA expense) for VMAT team volunteers.
- Reimburse the AVMA for housing and per diem (such as housing, meals, and rental car expenses) when VMAT volunteers are extended beyond initial offering (72 hours for early assessment team, 5 days for basic treatment team).
- Acknowledge and recognize the VMAT name as a partner in the State disaster response efforts.
- Allow AVMA and the American Veterinary Medical Foundation ("AVMF") to refer to any disaster or event, along with cooperating government agencies, in which VMAT units or individuals participate to solicit funds for the AVMF for the purpose of supporting the VMAT program and to enhance local, state, and national animal disaster response and preparedness capabilities. This point is based on the condition that funds will not be solicited within the impacted area during the disaster or event.
- Allow VMAT units to photograph and/or video record their activities for historical and archival purposes, and to use in solicitations and promotional materials.

B. The AVMA will:

*The following includes all services VMAT is able to provide.*

- Insure AVMA VMAT personnel when not covered by the State insurance plans or agreements.
- Adhere to the Incident Command System and the National Incident Management System.
- Provide a point of contact to review and make approval determinations of State requests for deployment of AVMA VMAT personnel.
- Provide infrastructure to roster, schedule, and coordinate AVMA VMAT personnel.
- Deploy VMAT personnel upon approval of a state Action Request Form.
- Coordinate VMAT actions with state and other participating government agencies during emergencies.

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- Review and make approval determinations of requests for extensions of VMAT services.
- Provide a representative of the AVMA and a representative from the deployed VMAT unit as a liaison for the “” following official request and approval of the MOU.
- Ensure that VMAT individuals or units act within the state veterinary response system during disaster response efforts.
- Ensure that licenses and certifications for VMAT members are valid and current.
- Notify the “” liaison when the VMAT unit has arrived in the State.
- Secure and pay for housing/rental car contracts for VMAT team volunteers as needed.
- Financially support the missions of deployed VMAT volunteers as outlined in this MOU and the official Action Request Forms (or other approved request forms) initiated by the State.
- Acknowledge and recognize the AVMA VMAT name as a partner in the State disaster response efforts.
- Make reference to disaster response missions and cooperating government agencies to solicit funds outside of the impacted area for the purpose of supporting the AVMA VMAT program.
- Equip and train personnel to conduct early assessment and/or basic veterinary treatment in conjunction with an emergency response effort.

**Note: AVMA does not supply controlled substances to AVMA VMAT personnel. AVMA VMAT personnel are unable to dispense controlled substances.**

- Provide volunteers (i.e., not salaried) that can be deployed to a disaster site self-sufficient for 3-5 days.
- Depending on the request from the State, the AVMA will provide:
  - trained teams of 4-6 VMAT personnel to assess animal/agriculture/veterinary infrastructure and gather verifiable data to enable state deployment of appropriate resources. Teams will be deployed for 72 hours, not including travel to and from the State.
  - trained teams of 4-6 AVMA VMAT personnel to provide trauma and basic veterinary medical treatment, as directed by the “”, to augment overwhelmed local capabilities. Field care can include establishment of a base-of-operations as a field staging area for veterinary triage and veterinary medical care of displaced animals. Teams will be deployed for five days, not including travel to and from the event.
- Support the scheduling and travel of VMAT personnel that can provide animal emergency-related training to state and local preparedness and response personnel. Covered topics include animal decontamination, disaster veterinary medicine and triage, hazmat awareness for veterinarians, critical incident stress management, leadership, risk communication, occupational safety.

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III. U N D E R S T A N D I N G

It is therefore understood that the “” may request services provided by the VMAT units. It is understood that the request may be approved by the AVMA for the specified time documented in official Action Request Forms, or other request form agreed upon by the State and the AVMA. As of the effective date of this MOU, the AVMA agrees to support deployment of its members to the incident and the State agrees to support the VMAT team(s) as provided in this MOU. All information gathered by VMAT will be the property of the State. Any information provided on the incident to the AVMA will also be provided to the “” liaison.

The “” acknowledges that AVMA owns the trademark rights in the trademarks “VMAT”, “Veterinary Medical Assistance Team”, and the “AVMA VMAT All Hazards All Species” logo, and the “Doppler Design” logo (“Trademarks”), as set forth in Exhibit A attached hereto. (“Trademarks”). AVMA grants the “”, during the term of this MOU, a non-exclusive, non-transferable right and license to use the Trademarks while acknowledging VMAT as a partner in State disaster response efforts.

For all purposes under this MOU, VMAT team members responding under the operational control of the State are deemed to be State emergency management workers. All activities performed by VMAT team members under this MOU are deemed hereby to be governmental functions of the State and are thus immune from tort liability to the extent provided to state workers by State law. Except in cases of willful misconduct, gross negligence or bad faith, VMAT team members shall not be liable for the death of or injury to persons or animals, or for damage to property when performing their duties under this MOU.

IV. F I N A N C E S

Travel, housing, meals, and rental car fees will be covered by AVMA through generous funding from the AVMF.

- Funding for damage assessment teams include funding for one 4-6 person VMAT team upon deployment for 72 hours of on the ground response time.
- Funding for basic treatment teams include funding for one 4-6 person VMAT team upon deployment for five days of on the ground response time.
- The VMAT team members are volunteers and do not receive any salary or honorarium. Extension of the VMAT team beyond 72 hours or 5 days of on the ground response time may be possible at cost to the State.
- Honorariums for personnel providing training may be provided to the VMAT member should the State agree to do so. This MOU is not contingent upon provision of such honorarium.

V. D E P L O Y M E N T

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IX. EXECUTION

This MOU may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same document. This MOU may be executed by the parties by facsimile transmission of their respective signatures.

The “” represents and warrants that it is a legal government entity duly organized and in good standing pursuant to all applicable laws, rules and regulations, and that it has full power and capacity to enter into this MOU and to perform the same.

\_\_\_\_\_  
Executive Director,  
“” (state agency)

\_\_\_\_\_  
Date

\_\_\_\_\_  
American Veterinary Medical Association  
Authorized representative

\_\_\_\_\_  
Date

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EXHIBIT A – TRADEMARKS

Veterinary Medical Assistance Team®

VMAT®

All Hazards All Species



Doppler Design



DRAFT

## FAQ for States



**Who:**

The American Veterinary Medical Association has re-launched the Veterinary Medical Assistance Team program as a private non governmental program. The teams are funded by the American Veterinary Medical Foundation.

**What:**

States may request one of three offerings:

- 1) A 4-6 person early assessment team (of veterinarians and veterinary technicians) for 72 hours on the ground
- 2) A 4-6 person basic treatment team (of veterinarians and veterinary technicians) for 5 days on the ground
- 3) An individual VMAT volunteer to present a lecture (typically 60-90 minutes long) on a relevant emergency preparedness and response topic

**When:**

The AVMA VMAT program is not meant to replace state and local response teams. AVMA VMAT is intended to support local response efforts by filling gaps or providing surge capacity.

**Why:**

While many states have developed veterinary and animal response teams, many gaps remain.

- 1) The early assessment teams may be used as a resource by the state to determine which of their own state assets to deploy in a response.
- 2) The basic treatment teams may be used as surge capacity for state response teams or to fill gaps providing basic veterinary care at state run animal disaster operations.
- 3) The AVMA VMAT program has over 15 years of emergency preparedness and response experience, including deployments to the World Trade Center and the hurricanes of 2005. Team members have first hand knowledge of response to multiple events and have received extensive training in preparedness and response. In addition, several team members are board certified specialists and many members have extensive training and experience in areas such as safety, administration, mental health, and logistics.

**Who Pays:**

AVMA VMAT members are volunteers and do not receive a salary. Travel, housing and per diem expenses are covered by the AVMA VMAT program through AVMF funding.

**How:**

Before a VMAT can be deployed, a signed Memorandum of Understanding between the AVMA and the state animal health authority must be on file with the AVMA.

**Where:**

Additional information about the AVMA VMAT program can be found at [www.avma.org/vmat](http://www.avma.org/vmat) or e-mail [avmavmat@avma.org](mailto:avmavmat@avma.org).



Emergency Management Assistance Compact Mission Ready Package (MRP)

2011-25					
<b>Assisting State Emergency Management Mission Reference</b>					
<b>Resource Provider Tracking Number:</b>					
<p><b>NOTE:</b> Development of a Mission Ready Package does not guarantee deployment on an EMAC mission through your state emergency management agency (SEMA). Development of the MRP should be coordinated with your SEMA. NIMS Resource Typing is not a requirement for developing an MRP under EMAC as all resources are valuable. All costs are estimated based on current data and should be validated at the time the MRP is requested. Costs may vary from the costs estimated in the MRP or the actual costs incurred during the the deployment. Therefore, the MRP should be maintained in an operational state of readiness to facilitate both deployment and reimbursement requirements.</p>					
<b>1. MRP Title:</b>					
<b>2. Resource Provider / Agency Name:</b>					
<b>3. Location:</b>	Address:				
	City:				
	State:	Zip:			
<b>4. Point of Contact:</b>	First Name:		Last Name:		
	Phone:		Mobile:		
	24-hr Phone:		Email:		
<b>5. NIMS Resource Typing (if applicable):</b>					
<b>NIMS Category:</b>	Select One:	<b>Kind:</b>	Select One:	<b>Type:</b>	Select One:
<b>Components:</b>					
<b>Metrics:</b>					
<b>6. Identify Emergency Support Functions (ESFs) Supported:</b>					
<b>7. Mission Capabilities:</b>					

Emergency Management Assistance Compact Mission Ready Package (MRP)



For Exercise Use Only

Emergency Management Assistance Compact Mission Ready Package (MRP)

<b>8. Detailed Resource Description:</b>			
<b>9. Resource is:</b>	Select one:		
<b>10. Space and Size Requirements Needed to Carry out Mission:</b>			
<b>11. Limiting Factors to the Resource:</b>			
<b>12. Logistical Support Needed During Mission:</b>			
<b>13. Deployment Timeline</b>			
N+			
<b>Details and Costs for Travel, Personnel, Equipment, Commodities, &amp; Other:</b>			
<b>14. Travel:</b>			
Enter all Travel cost details under "Travel" tab in worksheet.			
Total Personal Vehicle Costs: \$	-	Total Rental Vehicle Total Costs: \$	-
Total Governmental Vehicle Costs: \$	-	Total Air Travel Costs: \$	-
Total Expenses Meals & Tips (Receipt): \$	-	Total Meals & Tips (Per Diem): \$	-
Total Lodging \$	-	Total Parking Fees: \$	-
Total Shipment and Transportation Costs: \$	-		
<b>Identify any transportation requirements:</b>			

Emergency Management Assistance Compact Mission Ready Package (MRP)

15. Personnel:			
Enter all personnel cost details under "Personnel" tab in worksheet.			
Number of Lines of Data Entered	0	Total Number of Personnel Assigned to Mission	0
Total Daily Personnel Costs	\$ -	Total Personnel Costs	\$ -
List personnel by Type (if applicable).			
Identify the minimum licenses or certifications carried by the personnel on mission:			
Requirements for Rotation of Personnel:			

For Exercise Use Only

Emergency Management Assistance Compact Mission Ready Package (MRP)

<b>16. Equipment:</b>			
Enter all Equipment cost details under "Equipment" tab in worksheet.			
Number of Fuel Consuming Equipment	0	Number of Non-Fuel Consuming Equipment	0
Total Equipment Cost Calculated by Quantity	\$ -	Total Equipment Cost Calculated by Rate	\$ -
List all Equipment Requirements:			
Identify the Type of Property (Expendable, Accountable, or Sensitive):			
Identify any maintenance and rehabilitation requirements needed for this equipment:			

For Exercise Use Only

Emergency Management Assistance Compact Mission Ready Package (MRP)

17. Commodities:				
Enter all Commodities cost details under "Commodities" tab in worksheet.				
Lines of Commodity Data Entered:	0	Total Costs of Commodities:	\$	-
18. Other:				
Enter all Other cost details under "Other" tab in worksheet.				
Lines of Other Data Entered	0			
Total Other Cost Calculated by Quantity	\$	-	Total Other Cost Calculated by Rate	\$ -
19. ESTIMATED DAILY COSTS ARE GENERATED BELOW. THESE ARE ONLY APPROXIMATIONS FOR DAILY COSTS AND MAY NOT ACCURATELY REFLECT TRUE DAILY COSTS.				
	Personnel:	Equipment:	Commodities:	Other:
	\$ -	\$ -	\$ -	\$ -
ESTIMATED AVERAGE DAILY COSTS WITHOUT TRAVEL, EQUIPMENT (by daily rate), & OTHER (by daily rate):	\$			-
<b>Enter total number of estimated mission days:</b>				
Travel (costs that are fixed and are not calculated by a daily rate):				#DIV/0!
Equipment (costs fixed by quantity & not calculated by a daily rate):				#DIV/0!
Other (costs fixed by quantity & not calculated by a daily rate):				#DIV/0!
ESTIMATED AVERAGE DAILY COST WITH TRAVEL, EQUIPMENT, OTHER (from above):				#DIV/0!
20. TOTAL MISSION READY PACKAGE ESTIMATED COSTS:				
Travel:	Personnel:	Equipment:	Commodities:	Other:
\$ -	\$ -	\$ -	\$ -	\$ -
ESTIMATED TOTAL MISSION COST:				\$ -

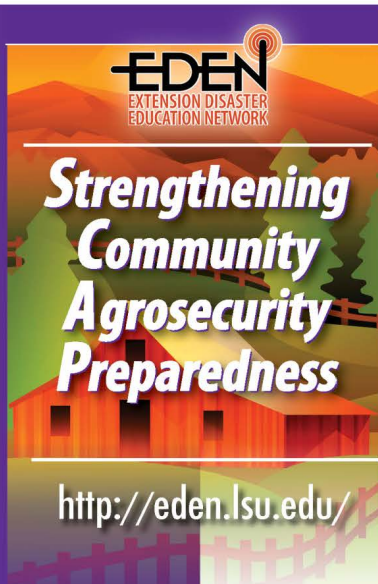
## APPENDIX G: EDEN AGRICULTURE TO CORE CAPABILITIES CROSSWALK

The EDEN Community Agricultural Relationships to Federal Core Capabilities Crosswalk is an important reference for animal disaster response. This crosswalk was developed to help agricultural emergency management stakeholders recognize how preparedness activities correlate to Federal guidelines.

The following pages outline the relationship between SLTT agricultural emergency management activities to the Federal Core Capabilities identified in the *National Preparedness Goal* (see Table 1, page 6). The purpose of the crosswalk is to:

1. Describe how community animal and agriculture sector preparedness correlates to the *National Preparedness Goal*.
2. Provide a tool for SLTT agricultural stakeholders to tie preparedness activities and exercises to national core capabilities.

This document was used during the planning and development of this exercise to ensure that the Federal Core Capabilities were appropriately correlated to agriculture and small animal response needs.



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# Community Agricultural Relationships to Federal Core Capabilities Crosswalk

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Version 1.0  
October 1, 2013





*Community Agricultural Relationships to Federal Core Capabilities Crosswalk*

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*Community Agricultural Relationships to Federal Core Capabilities Crosswalk*

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*Community Agricultural Relationships to Federal Core Capabilities Crosswalk*

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Extension Disaster Education Network  
<http://www.eden.lsu.edu/s-cap>

The *Community Agricultural Relationships to Federal Core Capabilities Crosswalk* was developed by the Extension Disaster Education Network (EDEN) and the University of Kentucky with support from the USDA National Institute of Food and Agriculture.

The U.S. Department of Agriculture (USDA), including NIFA, prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or a part of an individual's income is derived from any public assistance program. (Not all prohibited bases apply to all programs.)

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

**BACKGROUND:**

Addressing animal\* and agriculture issues is fundamental to maintain the health and well-being of the whole community during times of emergency and disaster. History demonstrates how disaster response efforts can be hampered by pet owners who are reluctant to evacuate without their animals. By providing for the needs of companion animals (pets and service animals), emergency planners can mitigate public health consequences. Additionally, addressing the needs of critical agricultural infrastructure, including crops and food animals, is essential for ensuring a safe and secure food supply and protecting human health and the environment.

It is important to understand how animals and agriculture relate to the priority missions of prevention, protection, mitigation, response and recovery as outlined in core capabilities identified in the *National Preparedness Goal*. Table 1 outlines the five mission areas and core capabilities that correspond to the *National Preparedness Goal*.

**Table 1: Core Capabilities by Mission Area**

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution	Access Control and Identity Verification	Community Resilience	Critical Transportation	Economic Recovery
Intelligence and Information Sharing	Cybersecurity	Long-term Vulnerability Reduction	Environmental Response/Health and Safety	Health and Social Services
Interdiction and Disruption	Intelligence and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
Screening, Search, and Detection	Interdiction and Disruption	Threats and Hazard Identification	Infrastructure Systems	Infrastructure Systems
	Physical Protective Measures		Mass Care Services	Natural and Cultural Resources
	Risk Management for Protection Programs and Activities		Mass Search and Rescue Operations	
	Screening, Search, and Detection		On-scene Security and Protection	
	Supply Chain Integrity and Security		Operational Communications	
			Public and Private Services and Resources	
			Public Health and Medical Services	
			Situational Assessment	

*Community Agricultural Relationships to Federal Core Capabilities Crosswalk*

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This crosswalk was developed to help agricultural emergency management stakeholders recognize how preparedness activities correlate to Federal guidelines. Relating animal and agriculture issues to national core capabilities does not imply Federal funding exists to implement all identified preparedness measures; however, in some instances, funding for certain types of animal and/or agricultural disaster preparedness activities in some mission areas (i.e., prevention, protection, mitigation, response, and recovery) may be available. For example, the Federal government may reimburse states and eligible entities for certain animal and agricultural expenses incurred as part of the disaster response. The crosswalk is a tool to ensure animal and agriculture preparedness measures are recognized not only at the Federal level, but also at the state, local, tribal, and territorial (SLTT) levels to develop more resilient communities.

**PURPOSE:**

The following pages outline the relationship between SLTT agricultural emergency management activities to the Federal Core Capabilities identified in the *National Preparedness Goal* (see Table 1, page 4). The purpose of the crosswalk is to:

1. Describe how community animal and agriculture sector preparedness correlates to the *National Preparedness Goal*.
2. Provide a tool for SLTT agricultural stakeholders to tie preparedness activities and exercises to national core capabilities.

**SCOPE:**

The crosswalk is designed to address animal and agricultural emergency preparedness issues. It should not be considered inclusive of all animal and agricultural issues that relate to the core capabilities. This document is not exhaustive, not prescriptive, and should not be used for regulation development. Rather, this guide is designed to provide SLTT emergency management professionals and agricultural stakeholders a tool to help identify how animal and agricultural prevention, protection, mitigation, response, and recovery activities fully integrate into the mission areas outlined in the *National Preparedness Goal*. The crosswalk is not intended to replace Federal guidelines, but rather supplement existing Federal documents, including but not limited to: *National Preparedness Goal*; *National Planning Frameworks* (e.g., *National Prevention Framework*, *National Mitigation Framework*, *National Response Framework*, *National Disaster Recovery Framework*); *National Preparedness System*; *Emergency Support Function #11 – Agriculture and Natural Resources*, etc. See Resources section on page 37 for more information.

**\*Note:** As used in this document, the term “animal(s)” includes household pets, service and assistance animals, agricultural animals/livestock, wildlife, and other animals (including exotics, zoo animals, animals used in research, and animals housed in congregate settings, such as shelters, rescue organizations, breeders, and sanctuaries).

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

**Mission Area: Prevention**

<b>Core Capability:</b>	<b>Planning</b>
Core Capability Definition:	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and ensure the objectives are implementable within the time frame contemplated within the plan using available resources for prevention-related plans.</li> <li>2. Develop and execute appropriate courses of action in coordination with federal, state, local, and private sector entities in order to prevent an imminent terrorist attack within the United States.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Incorporate animal and agricultural stakeholders into whole community planning and training efforts to ensure comprehensive capability building.</li> <li>2. Include draft ICS Organizational Charts (with names of Command and General Staff positions) in plans to address animal issues resulting from a major natural disaster.</li> </ol>

<b>Core Capability:</b>	<b>Public Information and Warning</b>
Core Capability Definition:	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Share prompt and actionable messages, to include National Terrorism Advisory System alerts, with the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks, consistent with the timelines specified by existing processes and protocols.</li> <li>2. Provide public awareness information to inform the general public on how to identify and provide terrorism-related information to the appropriate law enforcement authorities, thereby enabling the public to act as a force multiplier in the prevention of imminent or follow-on acts of terrorism.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Alert animal and agriculture stakeholders about potential threats with specific recommendations for action.             <ol style="list-style-type: none"> <li>a. Disseminate messages in a format that will be understood and accepted by animal and agricultural audiences (e.g., non-English speaking animal and agricultural workers, faith-based agrarian communities, tribal entities).</li> </ol> </li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Prevention</b>	
<b>Core Capability:</b>	<b>Operational Coordination</b>
Core Capability Definition:	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Core Capability Target:	<ol style="list-style-type: none"> <li>1. Execute operations with functional and integrated communications among appropriate entities to prevent initial or follow-on terrorist attacks within the United States in accordance with established protocols.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Establish protocols using the whole community to prevent animal agricultural emergencies.</li> </ol>
<b>Core Capability:</b>	<b>Forensics and Attribution</b>
Core Capability Definition:	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Prioritize physical evidence collection and analysis to assist in preventing initial or follow-on terrorist acts.</li> <li>2. Prioritize chemical, biological, radiological, nuclear, and explosive (CBRNE) material (bulk and trace) collection and analysis to assist in preventing initial or follow-on terrorist acts.</li> <li>3. Prioritize biometric collection and analysis to assist in preventing initial or follow-on terrorist acts.</li> <li>4. Prioritize digital media and network exploitation to assist in preventing initial or follow-on terrorist acts.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Increase awareness about chain of custody issues (e.g., do not move evidence, do not contaminate potential crime scenes) among animal and agricultural responders to ensure suspected intentional incidents can be effectively investigated.</li> <li>2. Integrate U.S. Department of Agriculture, Animal and Plant Health Inspection Service foreign animal disease (FAD) diagnostic investigations into SLTT response activities.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Prevention</b>	
<b>Core Capability:</b>	<b>Intelligence and Information Sharing</b>
Core Capability Definition:	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Anticipate and identify emerging and/or imminent threats through the intelligence cycle.</li> <li>2. Share relevant, timely, and actionable information and analysis with Federal, state, local, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.</li> <li>3. Ensure Federal, state, local, and private sector partners possess or have access to a mechanism to submit terrorism-related information and/or suspicious activity reports to law enforcement.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Identify, develop, and communicate a list of potential agricultural threat activities to community emergency response officials and provide appropriate education about such threats.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Prevention</b>	
<b>Core Capability:</b>	<b>Interdiction and Disruption</b>
Core Capability Definition:	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Maximize our ability to interdict conveyances, cargo, and person associated with an imminent terrorist threat or act in the land, air, and maritime domains to prevent entry into the United States or to prevent an incident from occurring in the Nation.</li> <li>2. Conduct operations to render safe and dispose of CBRNE hazards in multiple locations and in all environments, consistent with established protocols.</li> <li>3. Prevent terrorism financial/material support from reaching its target, consistent with established protocols.</li> <li>4. Prevent terrorist acquisition of and the transfer of CBRNE materials, precursors, and related technology, consistent with established protocols.</li> <li>5. Conduct tactical counterterrorism operations in multiple locations and in all environments, consistent with established protocols.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Prevent contaminated food and/or food products from entering the human food chain through food recalls.</li> <li>2. Prevent contaminated/diseased animals or products from contacting susceptible livestock/agriculture products.</li> <li>3. Prevent the spread of disease/pests/agriculture threats through movement controls, quarantines, etc.</li> </ol>



Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Prevention</b>	
<b>Core Capability:</b>	<b>Screening, Search, and Detection</b>
Core Capability Definition:	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Maximize the screening of targeted cargo, conveyances, mail, baggage, and people associated with an imminent terrorist threat or act using technical, non-technical, intrusive, or non-intrusive means.</li> <li>2. Initiate operations immediately to locate persons and networks associated with an imminent terrorist threat or act.</li> <li>3. Conduct CBRNE search/detection operations in multiple locations and in all environments, consistent with established protocols.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Develop screening systems for animal and agricultural facilities and events.</li> <li>2. Screen animals and animal products before, during, and after attendance at facilities and events.</li> <li>3. Monitor and record potential threats at animal and agricultural facilities.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

**Mission Area: Protection**

<b>Core Capability:</b>	<b>Planning</b>
Core Capability Definition:	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Develop protection plans that identify critical objectives based on planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the planning objectives, and implement planning requirements within the time frame contemplated within the plan using available resources for protection-related plans.</li> <li>2. Implement, exercise, and maintain plans to ensure continuity of operations.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Implement, exercise, and maintain animal and agriculture plans to ensure continuity of operations.</li> </ol>

<b>Core Capability:</b>	<b>Public Information and Warning</b>
Core Capability Definition:	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Core Capability Target:	<ol style="list-style-type: none"> <li>1. Use effective and accessible indication and warning systems to communicate significant hazards to involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets).</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Develop and implement an animal and agriculture-specific public information and warning system to coordinate information flow through a joint information center, as applicable.</li> <li>2. Develop appropriate messages and public service announcements for use when alerts are needed.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Protection</b>	
<b>Core Capability:</b>	<b>Operational Coordination</b>
Core Capability Definition:	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Core Capability Target:	1. Establish and maintain partnership structures among Protection elements to support networking, planning, and coordination.
SLTT Animal and Agricultural Relationship:	1. Establish community agrosecurity planning and response teams to address operational needs during an animal or agricultural incident.
<b>Core Capability:</b>	<b>Access Control and Identity Verification</b>
Core Capability Definition:	Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.
Core Capability Target:	1. Implement and maintain protocols to verify identity and authorize, grant, or deny physical and cyber access to specific locations, information, and networks.
SLTT Animal and Agricultural Relationships:	1. Limit access to authorized individuals to carry out legitimate activities (i.e., credentialing). 2. Implement biosecurity entry/exit protocols as part of access control.

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Protection</b>	
<b>Core Capability:</b>	<b>Cybersecurity</b>
Core Capability Definition:	Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Implement risk-informed guidelines, regulations, and standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services through collaborative cybersecurity initiatives and efforts.</li> <li>2. Implement and maintain procedures to detect malicious activity and to conduct technical and investigative-based countermeasures, mitigations, and operations against malicious actors to counter existing and emerging cyber-based threats, consistent with established protocols.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Apply cybersecurity guidelines to animal and agricultural electronic communications systems and services, including: payroll records, milking systems, animal housing environmental control, etc.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

**Mission Area: Protection**

<b>Core Capability: Intelligence and Information Sharing</b>	
Core Capability Definition:	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Anticipate and identify emerging and/or imminent threats through the intelligence cycle.</li> <li>2. Share relevant, timely, and actionable information and analysis with Federal, state, local, private sector, and international partners and develop and disseminate appropriate classified/unclassified products.</li> <li>3. Provide Federal, state, local, and private sector partners with or access to a mechanism to submit terrorism-related information and/or suspicious activity reports to law enforcement.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Establish a mechanism to share animal and agricultural threat intelligence and information among agencies and organizations as appropriate including: fusion centers, individual producers, private veterinarian, cooperative extension, emergency management, and homeland security.</li> </ol>

<b>Core Capability: Interdiction and Disruption</b>	
Core Capability Definition:	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Deter, detect, interdict, and protect against domestic and transnational criminal and terrorist activities that threaten the security of the homeland across key operational activities and critical infrastructure sectors.</li> <li>2. Intercept the malicious movement and acquisition/transfer of CBRNE materials and related technologies.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Contain and/or halt movement of contaminated products and/or animals that pose a threat to human and/or animal health through stop movement of agricultural or food products.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Protection</b>	
<b>Core Capability:</b>	<b>Physical Protective Measures</b>
Core Capability Definition:	Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.
Core Capability Target:	<ol style="list-style-type: none"> <li>1. Implement and maintain risk-informed physical protections, countermeasures, and policies protecting people, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Secure animal and agricultural commodity conveyances (e.g., milk trucks) to ensure a safe food supply.</li> <li>2. Reduce or mitigate risks through measures such as improved lighting, gates, sign-in sheets, report suspicious activity, stop movement orders, and traffic control.</li> <li>3. Adopt perimeter security measures (e.g., fencing) for animal and agricultural and/or food production facilities as necessary to protect against animal and agricultural threats.</li> </ol>
<b>Core Capability:</b>	<b>Risk Management for Protection Programs and Activities</b>
Core Capability Definition:	Identify, assess, and prioritize risks to inform Protection activities and investments.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Ensure critical infrastructure sectors and Protection elements have and maintain risk assessment processes to identify and prioritize assets, systems, networks, and functions.</li> <li>2. Ensure operational activities and critical infrastructure sectors have and maintain appropriate threat, vulnerability, and consequence tools to identify and assess threats, vulnerabilities, and consequences.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Implement food, agriculture, and natural resources risk management program to protect food and agriculture sector (e.g., purchase insurance, develop business continuity plans).</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Protection</b>	
<b>Core Capability:</b>	<b>Screening, Search, and Detection</b>
Core Capability Definition:	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Screen cargo, conveyances, mail, baggage, and people using information-based and physical screening technology and processes.</li> <li>2. Detect WMD, traditional, and emerging threats and hazards of concern using:                             <ol style="list-style-type: none"> <li>a. A laboratory diagnostic capability and the capacity for food, agricultural (plant/animal), environmental, medical products, and clinical samples.</li> <li>b. Bio-surveillance systems.</li> <li>c. CBRNE detection systems.</li> <li>d. Trained healthcare, emergency medical, veterinary, and environmental laboratory professionals.</li> </ol> </li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Coordinate diagnostic, epidemiological, and syndromic surveillance activities among the National Plant Diagnostic Network, National Animal Health Laboratory Network, Cooperative Extension, producers, and veterinarians.</li> </ol>
<b>Core Capability:</b>	<b>Supply Chain Integrity and Security</b>
Core Capability Definition:	Strengthen the security and resilience of the supply chain.
Core Capability Target:	<ol style="list-style-type: none"> <li>1. Secure and make resilient key nodes, methods of transport between nodes, and materials in transit.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Strengthen the security and resilience of the supply chain through measures that protect unaffected populations and facilities through animal identification, biosecurity, decontamination, detection, disposal, euthanasia, food recalls, food safety, public notifications, surveillance, and addressing wildlife issues.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Mitigation</b>	
<b>Core Capability:</b>	<b>Planning</b>
Core Capability Definition:	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Core Capability Target:	1. Develop approved hazard mitigation plans that address all relevant threats/hazards in accordance with the results of their risk assessment within all states and territories.
SLTT Animal and Agricultural Relationships:	1. Conduct a Threat and Hazard Identification Risk Assessment (THIRA) that addresses animal and agricultural issues for the jurisdiction. 2. Develop approved hazard mitigation plans that address relevant animal and agricultural threats/hazards in accordance with the results of their risk assessment within all states and territories.
<b>Core Capability:</b>	<b>Public Information and Warning</b>
Core Capability Definition:	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Core Capability Target:	1. Communicate appropriate information, in an accessible manner, on the risks faced within a community after the conduct of a risk assessment.
SLTT Animal and Agricultural Relationship:	1. Inform stakeholders about potential animal and agricultural food risks in their community.
<b>Core Capability:</b>	<b>Operational Coordination</b>
Core Capability Definition:	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Core Capability Target:	1. Establish protocols to integrate mitigation data elements in support of operations within all states and territories and in coordination with Federal agencies.
SLTT Animal and Agricultural Relationship:	1. Train the animal and agricultural community to harness resources within the food and agriculture sector and coordinate efforts within the existing National Preparedness Frameworks, including but not limited to National Incident Management (NIMS) and Incident Command System (ICS) training.



Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Mitigation</b>	
<b>Core Capability:</b>	<b>Community Resilience</b>
Core Capability Definition:	Lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish Mitigation and improve resilience.
Core Capability Target:	1. Maximize the coverage of the U.S. population that has a localized, risk-informed mitigation plan developed through partnerships across the entire community.
SLTT Animal and Agricultural Relationship:	1. Engage the whole community in mitigating animal, agriculture, and natural resource incidents.
<b>Core Capability:</b>	<b>Long-term Vulnerability Reduction</b>
Core Capability Definition:	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.
Core Capability Target:	1. Achieve a measurable decrease in the long-term vulnerability of the Nation against current baselines amid a growing population base and expanding infrastructure base.
SLTT Animal and Agricultural Relationship:	1. Build and sustain resilient animal and agricultural systems to reduce vulnerability, including generators, flood walls, and animal identification.

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Mitigation</b>	
<b>Core Capability: Risk and Disaster Resilience Assessment</b>	
Core Capability Definition:	Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
Core Capability Target:	<ol style="list-style-type: none"> <li>1. Ensure that states, territories, and the top 100 Metropolitan Statistical Areas (MSAs) complete a risk assessment that defines localized vulnerabilities and consequences associated with potential natural, technological, and human-caused threats and hazards to their natural, human, physical, cyber, and socioeconomic interests.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Conduct animal and agricultural risk assessments to develop mitigation strategies.</li> <li>2. Engage the Whole Community to leverage animal and agricultural resources that exist outside of government.</li> <li>3. Pre-plan surge capacity needs to increase the capacity to respond to animal and agricultural incidents.</li> </ol>
<b>Core Capability: Threats and Hazard Identification</b>	
Core Capability Definition:	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.
Core Capability Target:	<ol style="list-style-type: none"> <li>1. Identify the threats and hazards within and across the states, territories, and the top 100 MSAs, in collaboration with the whole community, against a national standard based on sound science.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Identify the animal, agriculture, and natural resource threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Response</b>	
<b>Core Capability:</b>	<b>Planning</b>
Core Capability Definition:	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Core Capability Target:	<ol style="list-style-type: none"> <li>1. Develop operational plans at the Federal level, and in the states and territories, that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Develop operational plans at the federal, tribal, state, and local levels to achieve necessary tasks to address animal and agricultural emergencies using available resources.</li> <li>2. Conduct annual exercises in local jurisdictions that focus on disasters impacting animals (e.g., tornadoes, flooding, fires) to identify gaps with animal search and rescue, sheltering, animal carcass removal, etc.</li> <li>3. Include Animal Carcass Management sections in local plans or attached to Debris Removal Plans.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Response</b>	
<b>Core Capability:</b>	<b>Public Information and Warning</b>
Core Capability Definition:	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public to take protective actions.</li> <li>2. Deliver credible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Use an animal and agriculture-specific subject matter expert (SME) in the Joint Information Center to ensure dissemination of credible messages and issues such as:                             <ol style="list-style-type: none"> <li>a. Public health and safety issues, threats to life or property caused by animals</li> <li>b. Animal resources/services that exist in the jurisdiction</li> <li>c. Where to go to find lost/missing pets/animals</li> <li>d. Ongoing animal response activities (to minimize self-deployment)</li> </ol> </li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Response</b>	
<b>Core Capability:</b>	<b>Operational Coordination</b>
Core Capability Definition:	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain as needed throughout the duration of an incident.</li> <li>2. Enhance and maintain National Incident Management System (NIMS)-compliant command, control, and coordination structures to meet basic human needs, stabilize the incident, and transition to recovery.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Include representatives from the animal and agricultural community (veterinarians, Extension, producers, etc.) in the Emergency Operations Center (EOC) to address Emergency Support Function (ESF) 11 issues and request needed resources and coordinate response activities.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

Mission Area: Response	
<b>Core Capability:</b>	<b>Critical Transportation</b>
Core Capability Definition:	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.</li> <li>2. Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Support safe evacuation of people with pets and other animals.</li> <li>2. Ensure assistance animals for disabled persons are transported with the person as needed and are not separated.</li> <li>3. Support evacuation of animal facilities (such as farms, research laboratories, zoos, etc., as needed, to ensure public safety).</li> <li>4. Ensure permitted movement of animal and agricultural products.</li> <li>5. Support transportation of injured animals to care facilities, as needed.</li> <li>6. Facilitate access to affected areas for specialized animal responders and equipment for corralling/moving animals.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

Mission Area: Response	
<b>Core Capability:</b>	<b>Environmental Response/Health and Safety</b>
Core Capability Definition:	Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Conduct health and safety hazard assessments and disseminate guidance and resources, to include deploying hazardous materials teams, to support environmental health and safety actions for response personnel and the affected population.</li> <li>2. Assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from sustained response to short-term recovery.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Limit public's exposure to contaminated food through implementation of effective food recalls.</li> <li>2. Train responders with sector-specific information on the unique considerations for animal, agriculture, and natural resources issues.</li> <li>3. Implement decontamination and containment measures to:                             <ol style="list-style-type: none"> <li>a. Limit the spread of foreign animal and/or zoonotic disease outbreaks.</li> <li>b. Provision of subject matter expertise in assessing and advising of the health and safety issues an incident poses to animals and related facilities and developing appropriate mitigation strategies.</li> <li>c. Decontaminate animals and agricultural facilities and equipment.</li> <li>d. Dispose of and/or decontaminate carcasses deemed to pose a public health hazard.</li> </ol> </li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Response</b>	
<b>Core Capability:</b>	<b>Fatality Management Services</b>
Core Capability Definition:	Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
Core Capability Targets:	1. Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Provide/coordinate animal carcass disposal and counseling to owners.</li> <li>2. Coordinate care and disposition of animals of deceased humans.</li> </ol>
<b>Core Capability:</b>	<b>Infrastructure Systems</b>
Core Capability Definition:	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.</li> <li>2. Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.</li> </ol>
SLTT Animal and Agricultural Relationship:	1. Stabilize transportation corridors for animal and agricultural commodities to limit food security concerns due to the national/global nature of the food supply.



Community Agricultural Relationships to Federal Core Capabilities Crosswalk

Mission Area: Response	
<b>Core Capability:</b>	<b>Mass Care Services</b>
Core Capability Definition:	Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs and others who may be considered to be at-risk.</li> <li>2. Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.</li> <li>3. Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Provide food safety and nutrition assistance to ensure a safe food supply for humans requiring mass care services. Provide for companion animal sheltering needs.                             <ol style="list-style-type: none"> <li>a. Determine nutrition assistance needs.</li> <li>b. Identify and obtains appropriate food supplies.</li> <li>c. Arrange transportation for food supplies.</li> <li>d. Authorize the Disaster Supplemental Nutrition Assistance Program (D-SNAP).</li> <li>e. Assist in data collection and information analysis to inform decisions on placement of temporary housing sites and staging areas and mitigate possible damage to natural and cultural resources.</li> <li>f. Mass care, emergency assistance, temporary housing and human services agencies to coordinate an integrated Federal response to meet the mass care and emergency assistance needs of animals, including household pets and service animals, and their owners.</li> <li>g. Provide technical assistance and subject matter expertise to local, state, tribal, territorial, insular area, and federal government, and Non-Governmental Organization's (NGO's), regarding animal response issues.</li> <li>h. Coordinate needs assessments for animals, including household pets and service animals, and animal response needs and activities including evacuation support and emergency animal sheltering.</li> <li>i. Plan for and implement commodity distribution of animal food/supplies and feeding-in-place programs as cost-effective alternatives to congregate animal sheltering, when feasible.</li> <li>j. Develop and implement animal tracking and records systems, as well as "lost/found" information dissemination strategies, to facilitate reunification of displaced animals with their families/owners.</li> </ol> </li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Response</b>	
<b>Core Capability:</b>	<b>Mass Search and Rescue Operations</b>
Core Capability Definition:	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Conduct search and rescue operations to locate and rescue persons in distress, based on the requirements of state and local authorities.</li> <li>2. Initiate community-based search and rescue support operations across a wide geographically dispersed area.</li> <li>3. Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Locate, access, capture/collect, medically stabilize, and extricate and identify animals from the damaged area.</li> </ol>
<b>Core Capability:</b>	<b>On-scene Security and Protection</b>
Core Capability Definition:	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Establish a safe and secure environment in an affected area.</li> <li>2. Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Limit threat expansion through quarantine of premises/impacted area.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

**Mission Area: Response**

<b>Core Capability:</b>	<b>Operational Communications</b>
Core Capability Definition:	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, state, and local first responders.</li> <li>2. Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.</li> </ol>
SLTT Animal and Agricultural Relationship:	1. Inform, notify, and collaborate with local/state/federal emergency management personnel regarding response activities conducted by other agencies (e.g., state or federal departments of agriculture).

<b>Core Capability:</b>	<b>Public and Private Services and Resources</b>
Core Capability Definition:	Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.</li> <li>2. Enhance public and private resource and services support for an affected area.</li> </ol>
SLTT Animal and Agricultural Relationship:	1. Coordinate public and private resources (e.g., funding, volunteers, donations, veterinary stockpile) in the animal, agricultural, food, and natural resource sectors.

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

Mission Area: Response	
<b>Core Capability:</b>	<b>Public Health and Medical Services</b>
Core Capability Definition:	Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Deliver medical countermeasures to exposed populations.</li> <li>2. Complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries.</li> <li>3. Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Provide veterinary services to ensure rapid response to evolving animal health issues. Deliver veterinary services to provide care for companion and service animals. Maintain public health through a healthy and safe food supply including crops and animals, through quarantine and diagnostics.               <ol style="list-style-type: none"> <li>a. Triage and treatment of ill/injured animals.</li> <li>b. Euthanasia of ill/injured animals, when medically (or behaviorally) indicated.</li> <li>c. Management of zoonotic diseases in animal populations.</li> <li>d. Management of animal health emergencies.</li> <li>e. Animal decontamination.</li> <li>f. Support to human medical system in catastrophic incidents.</li> </ol> </li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Response</b>	
<b>Core Capability:</b>	<b>Situational Assessment</b>
Core Capability Definition:	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.</li> <li>2. Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Provide all decision makers with decision-relevant information (including effects to the food and agriculture sector) regarding the nature and extent of the hazard, any cascading effects, and the status of the response.</li> <li>2. Conduct a damage assessment once an incident occurs. Early damage assessment of the animal infrastructure to identify real or potential animal threats as a result of the disaster is critical to understanding the scope of the disaster and to prioritizing resources to protect life/safety and property.</li> <li>3. Conduct assessment to inform decision makers regarding mobilization/prioritization of the National Veterinary Stockpile.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

**Mission Area: Recovery**

<b>Core Capability:</b>	<b>Planning</b>
Core Capability Definition:	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Convene the core of an inclusive planning team (identified pre-disaster), which will oversee disaster recovery planning.</li> <li>2. Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, and risk assessment considerations, which will be implemented in accordance with the timeline contained in the plan.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Incorporate animal and agricultural stakeholders into an inclusive planning team for animal and agriculture.</li> </ol>

<b>Core Capability:</b>	<b>Public Information and Warning</b>
Core Capability Definition:	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Reach all populations within the community with effective recovery-related public information messaging and communications that are accessible to people with disabilities and people with limited English proficiency, protect the health and safety of the affected population, help manage expectations, and ensure stakeholders have a clear understanding of available assistance and their roles and responsibilities.</li> <li>2. Support affected populations and stakeholders with a system that provides appropriate, current information about any continued assistance, steady state resources for long-term impacts, and monitoring programs in an effective and accessible manner.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Inform stakeholders about available animal and agricultural assistance programs.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

**Mission Area: Recovery**

<b>Core Capability:</b>	<b>Operational Coordination</b>
Core Capability Definition:	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Establish tiered, integrated leadership, and inclusive coordinating organizations that operate with a unity of effort and are supported by sufficient assessment and analysis to provide defined structure and decision-making processes for recovery activities.</li> <li>2. Define the path and timeline for recovery leadership to achieve the jurisdiction's objectives that effectively coordinates and uses appropriate Federal, state, and local assistance, as well as nongovernmental and private sector resources. This plan is to be implemented within the established timeline.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Utilize resources throughout the whole community to restore animal and agriculture services within a pre-identified timeframe.</li> </ol>

<b>Core Capability:</b>	<b>Economic Recovery</b>
Core Capability Definition:	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Conduct a preliminary assessment of economic issues and identify potential inhibitors to fostering stabilization of the affected communities.</li> <li>2. Ensure the community recovery and mitigation plan(s) incorporates economic revitalization and removes governmental inhibitors to post-disaster economic sustainability, while maintaining the civil rights of citizens.</li> <li>3. Return affected areas to a sustainable economy within the specified time frame in the recovery plan.</li> </ol>
SLTT Animal and Agricultural Relationships:	<ol style="list-style-type: none"> <li>1. Conduct damage assessments to provide data necessary to identify methods required to restore food and agriculture sector businesses to a healthy state.</li> <li>2. Implement animal and agriculture assistance programs to help producers return to a pre-disaster state.</li> <li>3. Take action to recover trade with trading partners.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

**Mission Area: Recovery**

<b>Core Capability:</b>	<b>Health and Social Services</b>
Core Capability Definition:	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Restore basic health and social services functions. Identify critical areas of need for health and social services, as well as key partners and at-risk individuals (such as children, those with disabilities and others who have access and functional needs, and populations with limited English proficiency) in short-term, intermediate, and long-term recovery.</li> <li>2. Complete an assessment of community health and social service needs and develop a comprehensive recovery timeline.</li> <li>3. Restore and improve the resilience and sustainability of the health and social services networks to meet the needs of and promote the independence and well-being of community members in accordance with the specified recovery timeline.</li> </ol>
SLTT Animal and Agricultural Relationship:	1. Incorporate mental health issues into animal and agricultural response plans to address the mental health challenges first responders, agricultural producers, and the public may face when dealing with animal depopulation, carcass disposal, loss of livelihoods, etc.

<b>Core Capability:</b>	<b>Housing</b>
Core Capability Definition:	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Assess preliminary housing impacts and needs, identify currently available options for temporary housing, and plan for permanent housing.</li> <li>2. Ensure community housing recovery plans continue to address interim housing needs, assess options for permanent housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market.</li> <li>3. Establish a resilient and sustainable housing market that meets the needs of the community, including the need for accessible housing within the specified time frame in the recovery plan.</li> </ol>
SLTT Animal and Agricultural Relationship:	1. Identify disaster survivors needing housing solutions that accommodate their pets/animal, and ensure that housing plans/strategies incorporate animal housing solutions to meet survivors' needs.



*Community Agricultural Relationships to Federal Core Capabilities Crosswalk*

<b>Mission Area: Recovery</b>	
<b>Core Capability:</b>	<b>Infrastructure Systems</b>
Core Capability Definition:	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Restore and sustain essential services (public and private) to maintain community functionality.</li> <li>2. Develop a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability.</li> <li>3. Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the recovery plan.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Minimize disruption to the food supply through sustained animal and agricultural commodity distribution corridors.</li> </ol>

Community Agricultural Relationships to Federal Core Capabilities Crosswalk

<b>Mission Area: Recovery</b>	
<b>Core Capability:</b>	<b>Natural and Cultural Resources</b>
Core Capability Definition:	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.
Core Capability Targets:	<ol style="list-style-type: none"> <li>1. Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.</li> <li>2. Mitigate the impacts to stabilize the natural and cultural resources and conduct a preliminary assessment of the impacts that identifies protections that need to be in place during stabilization through recovery.</li> <li>3. Complete an assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner.</li> <li>4. Preserve natural and cultural resources as part of an overall community recovery that is achieved through the coordinated efforts of natural and cultural resource experts and the recovery team in accordance with the specified timeline in the recovery plan.</li> </ol>
SLTT Animal and Agricultural Relationship:	<ol style="list-style-type: none"> <li>1. Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.                             <ol style="list-style-type: none"> <li>a. Coordinate NCH resources identification and vulnerability assessments.</li> <li>b. Facilitate development and application of measures and strategies to protect, preserve, conserve, rehabilitate, stabilize, and reestablish NCH resources.</li> <li>c. Assist in emergency compliance with relevant federal environmental laws, such as emergency permits/consultation for natural resources use or consumption, during emergency response activities.</li> <li>d. Manage, monitor, and assist in or conduct response actions to minimize damage to NCH resources.</li> <li>e. Share best practices and assists in development of programmatic approaches to address and expedite NCH-related requirements for all federal actions/initiatives taken to respond to or recover from an incident requiring a coordinated federal response.</li> <li>f. Provide assistance and expertise in addressing impacts to properties of traditional religious and cultural importance.</li> <li>g. Provide up-to-date geospatial data related to impacted NCH resources and develops and provides standard operating procedures for collecting NCH digital data, conducting GIS analyses, and disseminating geospatial products, such as maps, reports to NCH resources.</li> <li>h. Provide incident management teams, such as the National Park Service Museum Emergency Response Team, to assist in NCH resource response actions.</li> </ol> </li> </ol>

*Community Agricultural Relationships to Federal Core Capabilities Crosswalk*

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**GLOSSARY OF ACRONYMS:**

<u>Acronyms:</u>	<u>Definition:</u>
APHIS	Animal and Plant Health Inspection Service
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
EDEN	Extension Disaster Education Network
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
ICS	Incident Command System
NIFA	National Institute for Food and Agriculture
NIMS	National Incident Management System
S-CAP	Strengthening Community Agrosecurity Preparedness
SLTT	State, local, tribal, and territorial
THIRA	Threat and Hazard Identification Risk Assessment
USDA	United States Department of Agriculture
WMD	Weapons of Mass Destruction

*Community Agricultural Relationships to Federal Core Capabilities Crosswalk*

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<http://www.eden.lsu.edu/s-cap>

## APPENDIX H: ACRONYM LIST

Acronym	Term
AAR	After Action Report
APHIS	Animal and Plant Health Inspection Service
AVMA	American Veterinary Medical Association
DVM	Doctor of Veterinary Medicine
EDEN	Extension Disaster Education Network
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
F	Fahrenheit
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
IP	Improvement Plan
MARCE	Multi-Jurisdictional Animal Resource Coordination Exercise
MEP	Master Exercise Practitioner
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



Acronym	Term
NEMA	National Emergency Management Association
NESAASA	New England States Animal Agricultural Security Alliance
NGO	Non-Governmental Organization
PhD	Doctor of Philosophy
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
SITMAN	Situation Manual
SLTT	State, Local, Tribal, and Territorial
SME	Subject Matter Expert
SOG	Standard Operating Guideline
USDA	United States Department of Agriculture