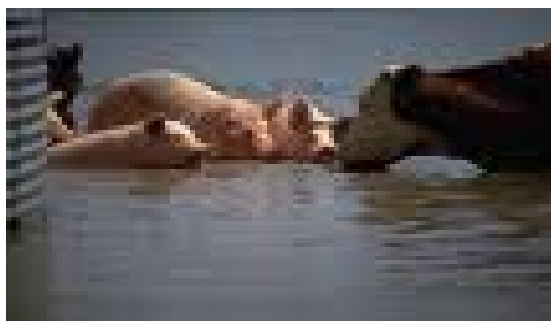


Marin County Animal Services Emergency Operations Plan (MCASEOP)

Annex to: The Marin County / Operational Area Emergency Operations Plan



May 2010

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PART ONE - GENERAL INFORMATION

THE PLAN

The Marin County Animal Services' (MCAS) Emergency Operation Plan (EOP) addresses the planned response to extraordinary emergency situations with disasters affecting animals and the Marin community. The plan also addresses integration and coordination with other governmental, private and non-profit agencies when required. This plan is not intended to address the normal day-to-day emergency or well-established emergency procedures.

This plan accomplishes the following:

- Establishes the emergency management organization required to mitigate any significant emergency or disaster affecting animals, both wild and domestic and their guardians.
- Establishes the overall operational concepts associated with Marin County Animal Services' Emergency Operations Center (EOC) activities and the recovery process.
- Provides leadership to the County of Marin and its cities on all matters involving animals during a disaster.
- Coordinates with other animal organizations on disaster issues.

This plan is based on the functions and principles of the California Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the California Incident Command System (ICS). It identifies how the Marin County Animal Services' emergency operational system fits into the overall Marin County/Operational Area Local Government, California and national risk-based, all-hazard emergency response and recovery operations plan.

This document serves as a planning reference and as a basis for effective response to any hazard that threatens Marin County Animal Services and the Marin Humane Society. Departments within Marin County Animal Services/Marin Humane Society and other agencies that have roles and responsibilities identified by this plan are encouraged to develop plans, detailed Standard Operating Procedures (SOPs), and emergency response checklists based on the provisions of this plan.

This document serves as the legal and conceptual framework for emergency management in Marin County Animal Services and is divided into the following three parts:

Part 1 – General Information

The “basic plan” which describes the emergency management organization, its roles, responsibilities, and operational concepts.

Part 2 – Threat Summaries and Assessments

A general description of Marin County Animal Services/Marin Humane Society and a brief analysis of how hazards might affect the organization and community it serves.

Part 3 – References

EOP Annexes, Authorities, Acronyms

Part 4 – Annexes**Emergency Operations Plan Requirements**

The Marin County Animal Services EOP requires approval by the Executive Director of the Marin Humane Society and the Director of Marin County Sheriff Office of Emergency Services. The Animal Services Director of Marin County Animal Services is responsible for periodic review, updates, re-publishing and re-distribution. Records of revision to this plan will be maintained by the Animal Services Director. The plan may be modified as a result of post-incident analyses and/or regulations pertaining to emergency management and operations change. Those agencies or departments having assigned responsibilities under this plan are obligated to inform the Animal Services Director when changes need to be made.

Other animal services and animal care organizations may separately publish documents that support this EOP:

- CARES
- HSUS
- AHA
- Wildcare
- Marine Mammal Center
- Marin Horse Council/Equine Evacuation Program

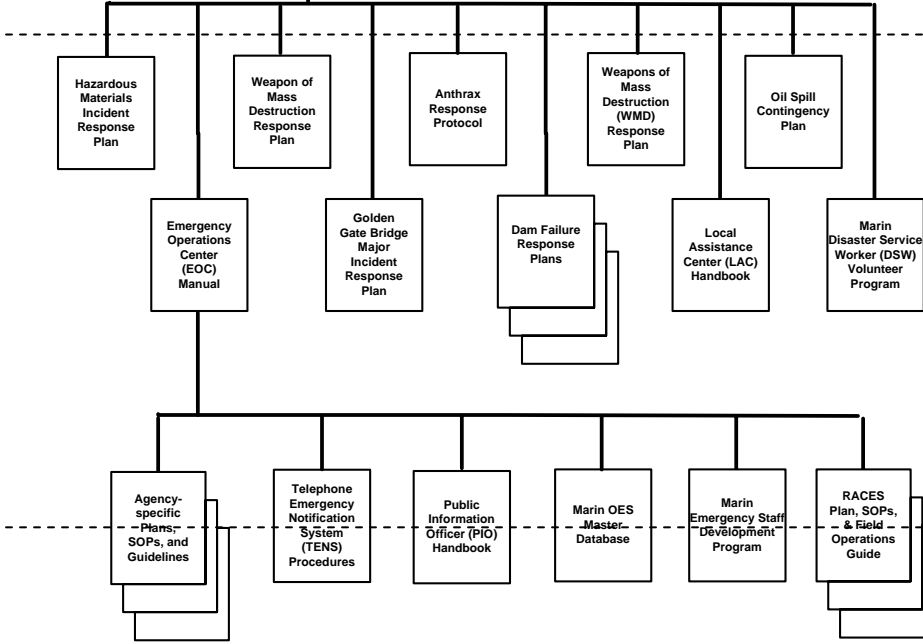
Emergency Operations Plans and Documents

Documents used to guide response to major emergencies and disasters are categorized by audience and scope. The following diagram illustrates how many such documents may be organized. This is not an all-inclusive list.

Emergency Operations Plan (EOP)
 This is the document that provides the overall concept, organizational framework, and policies for responding to a major emergency or disaster within the Operational Area.

- Annexes**
 These documents provide information or additional detail for hazards or response functions that cannot be included in the Emergency Operations Plan.
- Care and Shelter
 - Animal Services
 - Post-Disaster Housing
 - Spontaneous Volunteers
 - Bioterrorism
 - Special Needs Populations

EOP
 Audience: Operational Area
 Scope: Concepts and policies



Supporting Plans
 Audience: Operational Area
 Scope: Multi-jurisdiction and multi-discipline procedures

Supporting Documents
 Audience: Specific agencies/jurisdictions
 Scope: Detailed procedures, protocols, databases, and checklists

PURPOSE/OBJECTIVE/GOALS/ASSUMPTIONS**Purpose**

This EOP establishes policies and procedures and assigns responsibilities to ensure the effective management of emergency operations with Marin County Animal Services/Marin Humane Society. It provides information on Marin County Animal Services/Marin Humane Society's emergency management structure and how and when the EOC staff is activated.

Objectives

The overall objective of emergency management is to ensure the effective management of response forces and resources in preparing for and responding to situations associated with natural disasters, technological incidents and national security emergencies. To carry out its responsibilities, the emergency management organization will accomplish the following objectives during a disaster/emergency:

- Maintain overall coordination of emergency response and recovery operations, including on-scene incident management as required.
- Coordinate and liaise with appropriate other local government agencies as well as applicable segments of private sector entities and volunteer agencies.
- Establish priorities and resolve conflicting demands for support.
- Prepare and disseminate emergency public information to alert, warn and inform the public.
- Disseminate damage information and other essential data.

Goals

- Provide effective life safety measures and reduce property loss and damage to the environment.
- Provide for the rapid resumption of impacted businesses and community services.
- Provide accurate documentation and record required for cost recovery efforts.
- Provide a coordinated response with other animal services and care organizations to serve the community.

Assumptions

- The Marin Humane Society is primarily responsible for emergency actions and will commit all available resources to save animal and human lives, minimize injury to animals and persons, and minimize damage to property and the environment.
- Marin County Animal Services/The Marin Humane Society will utilize SEMS, NIMS and ICS in emergency response and management operations.
- Captain Cindy Machado, Animal Services Director will coordinate animal services disaster response in conformance with its Emergency Organization and Functions as per its contract agreement with the County of Marin, California.
- The resources of the Marin Humane Society will be made available to local agencies, citizens and animals to cope with disasters affecting this area.
- The Marin Humane Society will commit its resources to a reasonable degree before requesting mutual aid assistance.
- Mutual aid assistance will be requested when disaster relief requirements exceed the Marin Humane Society's ability to meet them.
- The Marin Humane Society provides animal disaster services within the state and sometimes nation when requested and able.

CONCEPT OF OPERATIONS

The emergency management organization in Marin Humane Society will identify potential threats to life, property and the environment, and develop plans and procedures to protect those assets. These plans and procedures will direct emergency response and recovery activities and will be validated by the conduct of actual response or exercising. The goal is to maintain a robust emergency management organization with strong collaborative ties with other local government, community-based organizations, animal care and control organizations, volunteers, public service agencies, and the private sector under SEMS/NIMS/ICS.

Actions are often categorized by four emergency management phases indicated below. However, not every disaster necessarily includes all indicated phases.

1. Preparedness Phase

The preparedness phase involves activities taken in advance of an emergency. These activities develop operational capabilities and effective responses to a disaster. Preventative actions might include mitigation activities, emergency/disaster planning, training, exercises and public education. Members of the emergency management organization should prepare Standard Operating Procedures (SOPs), Emergency Operating Procedures (EOPs), and checklist detailing personnel assignments, policies, notification rosters, and resource lists. Personnel should be acquainted with these SOPs, EOPs and checklists through periodic training in the activation and execution procedures.

Training and Exercising

The Marin Humane Society will inform its departments of training opportunities associated with emergency management. Those with responsibilities under this plan must ensure their personnel are properly trained to carry out these responsibilities. All animal disaster responders are required to have training in SEMS/NIMS/ICS. Additional training on a variety of topics in emergency animal services is also encouraged.

The best method of training emergency responders is through exercises. Exercises allow emergency responders to become familiar with the procedures, facilities and systems that they will actually use in emergency situations.

Exercises will be conducted on a regular basis to maintain readiness. Exercises should include the Marin Humane Society Field Services Department, and all other departments when possible. Every employee at the Marin Humane Society has a designated emergency position. The Marin Humane Society Disaster Committee determines and designs exercises. In addition, the Field Services Department is strongly encouraged to participate in other agency exercises including those with the County, other cities and private agencies.

The Animal Services Director will document exercises by conducting a critique. Using the information obtained during the critique an After Action Report (AAR) and an Improvement Plan (IP) will be put in writing revising standard operating procedures as necessary.

Public Education

The Marin Humane Society realizes the importance of educating the public regarding disaster preparedness. As such, it is committed to provide education to the public by providing animal disaster preparedness brochures, providing information on its website and providing training to a large variety of target audiences. In addition, The Marin Humane Society coordinates additional public education on animal disaster preparedness to other disaster community groups and agencies.

2. Response Phase

Pre-Emergency

When a disaster is inevitable, actions are precautionary and emphasize protection of life. Typical responses might be:

- Alerting necessary agencies, placing critical resources and personnel on stand-by.
- Evacuation of threatened populations to safe areas.
- Advising threatened populations of the emergency and apprising them of safety measures to be implemented.
- Identifying the need for mutual aid.
- Identifying and securing potential resources needed.
- Proclamation of a Local Emergency by local authorities.

Emergency Response

During this phase, emphasis is placed on saving lives and property, control of the situation and minimizing effects of the disaster. Immediate response is accomplished within the affected area by local government agencies and segments of the private sector.

Sustained Emergency

In addition to continuing life and property protection operations, mass care, relocation, public information, situation analysis, status and damage assessment operations will be initiated.

3. Recovery Phase

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations. Recovery is both short-term activities intended to return vital life-support systems to operation, and long-term activities designed to return infrastructure systems to pre-disaster conditions. Recovery also includes cost recovery activities.

The recovery period has major objectives which may overlap, including:

- Reinstatement of family and individuals' autonomy.
- Provision of essential public services.
- Permanent restoration of private and public property.

- Identification of residual hazards.
- Plans to mitigate future hazards.
- Recovery of costs associated with response and recovery efforts.
- Coordination of state and federal, private and public assistance.

As the immediate threat to life, property and the environment subsides, the rebuilding of the Marin Humane Society will begin through various recovery activities. Recovery activities involve the restoration of services to the public and rebuilding the affected area(s). Examples of recovery activities include:

- Restoring all utilities.
- Establishing and staffing Local Assistance Centers and Disaster Assistance Centers.
- Applying for appropriate hazard mitigation analysis.
- Identifying residual hazards.
- Determining recovery costs associated with response and recovery.

4. Prevention/Mitigation Phase

Preventing damage and losses from disaster includes those efforts known as mitigation activities. Mitigation efforts occur both before and following disastrous events. Post-disaster mitigation is part of the recovery process. Preventing, eliminating or reducing the impact of hazards that exist within the Marin Humane Society and are a threat to life and property are part of the mitigation efforts. Mitigation tools include:

- Local ordinances and statutes (zoning ordinance, building codes and enforcement, etc.)
- Structural measures.
- Tax levee.
- Public information and community relations.
- Land use planning.

EMERGENCY MANAGEMENT ORGANIZATION & RESPONSIBILITIES

Animal Services Director

The Animal Services Director (Captain Cindy Machado) is supported by the Field Services Supervisor (Lieutenant Steve Hill) and has overall responsibility for the following:

- Organizing, staffing and operating the EOC.
- Operating communications systems.
- Providing information and guidance to the public and elected officials.
- Maintaining information on the status of resources, services and operations.
- Directing overall operations for animal services.
- Identifying and analyzing potential hazards and recommending appropriate counter-measures.
- Collecting, evaluating and disseminating damage assessment and other essential information.

Marin Humane Society Disaster Committee

The Marin Humane Society Disaster Committee serves as a supporting function on disaster-related issues for the organization. It is chaired by the Animal Services Director and it is responsible for the following:

- Review and evaluate disaster preparedness progress within the Marin Humane Society and report these findings to senior management staff.
- Promote disaster preparedness through communication and education.
- Harness the power of every resident through education and outreach, training, and volunteer service to make their families, homes and communities safer from natural and/or man-made disasters or emergencies.
- Support readiness to respond to community animal services needs in a disaster.

Marin County Operational Area Emergency Management

When a disaster occurs and two or more of the county's local jurisdictions' EOCs (or at the request of one local jurisdiction) within the Marin County Operational Area (OA) are activated, the Operational Area EOC serves as the focal point for information transfer and supports requests by cities/towns.

Marin Interagency Disaster Coalition (MIDC)

Marin Humane Society serves as a founding member to this agency. The Animal Services Director serves on the Executive Committee. This coalition is made up of non-profit agencies and governmental organizations that serve the Marin community during a disaster. It has representation on the Marin County Disaster Citizen Corp Council and serves to assist non-profits become prepared for a disaster and handle their services during a disaster.

California Animal Response Emergency Services (CARES)

The Marin Humane Society participates in state-wide animal disaster services and preparedness efforts through CARES. This organization is operated by the California Department of Food and Agriculture and serves to enhance animal response coordination efforts.

SEMS, NIMS and ICS**Standardized Emergency Management System (SEMS)**

After the 1991 Oakland East Bay Hills Fire, State Senator Petris passed the Senate Bill 1841 (SB1841) introducing the Standardized Emergency Management System (SEMS). Since 1994 SEMS has been required by Government Code Section 8607(a) for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels that are activated as necessary: field response, local government, operational area, regional and state.

SEMS has been used throughout the State of California to manage and coordinate any emergency response involving more than one agency or jurisdiction. Local governments must use SEMS to be eligible for reimbursement of their personnel-related costs under state disaster assistance programs. A local government under SEMS is a county, city/town, or special district. Special districts under SEMS are units of local government with authority or responsibility to own, operate or maintain a project (as defined in California Code of Regulations 2900(s) for purposes of natural disaster assistance). This may include joint powers authority established under Section 6500 et seq. of the Code.

Cities/towns are responsible for emergency response within their boundaries, although some cities contract for some municipal services from other agencies.

Special districts are primarily responsible during emergencies for restoration of services that they normally provide. They may also be responsible for safety of people at their facilities or on their property and for warning of hazards from their facilities or operations.

All local governments are responsible for coordinating with other local governments, the field response level and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

National Incident Management System (NIMS)

In response to the September 11th 2001 attacks on the World Trade Center in New York City, the Pentagon and Flight 93, President Bush issued Homeland Security Presidential Directive-5 (HSPD-5). Released on February 28, 2003, HSPD-5 directed the Secretary of the Office of Homeland Security (OHS) to develop and administer a National Incident Management System (NIMS). NIMS includes the following components:

- Command and Management, including the Incident Command System (ICS).
- Communications and Information Management.
- Preparedness.
- Resource Management.
- Supporting Technologies.
- Joint Information System (JIS).
- NIMS Management and Maintenance.

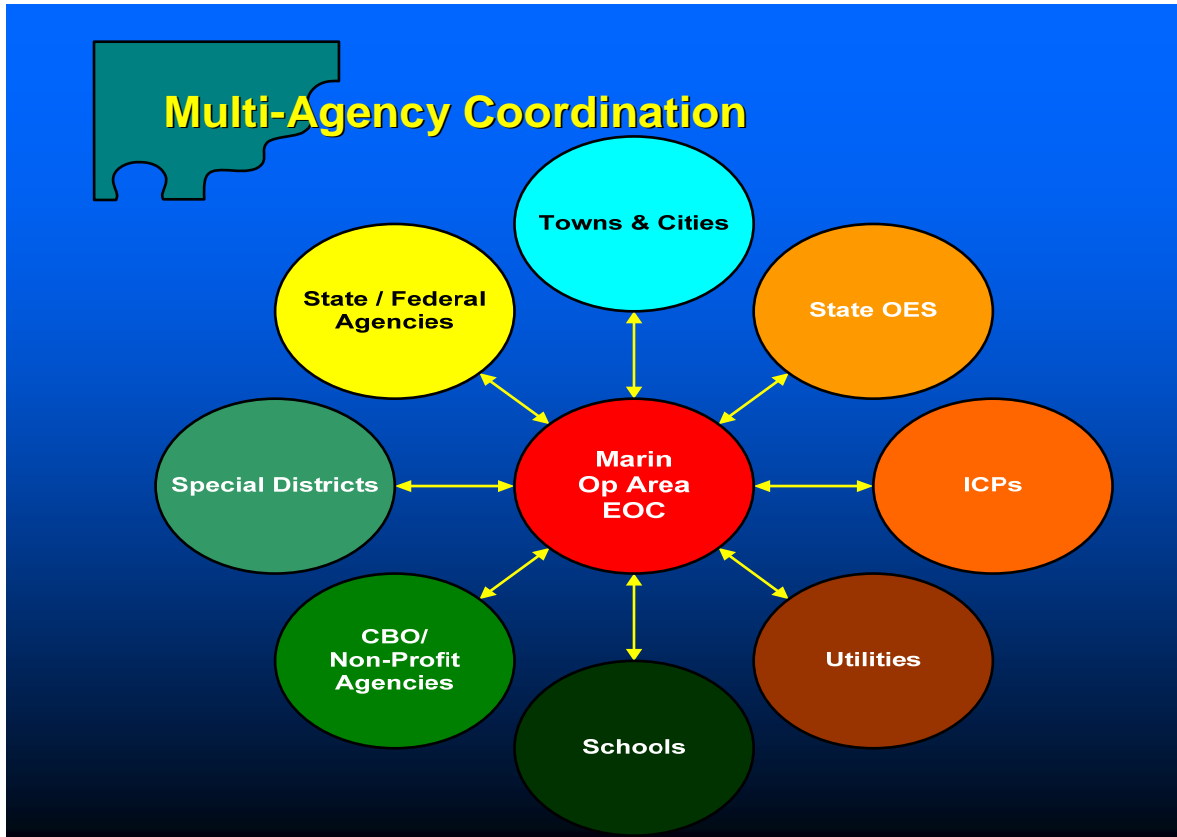
Relationship to SEMS and NIMS

The Marin Humane Society is responsible for animal services emergency response within all of Marin County and its cities. It provides animal services through a contract with Marin County and a Joint Powers Agreement (JPA) with the cities.

Under SEMS and NIMS, the Marin Humane Society has responsibilities at two levels: The Field Response and the "Other Law" section of the Marin County/Operational Area EOC Operations Section as an agency representative to conduct multi-agency coordination.

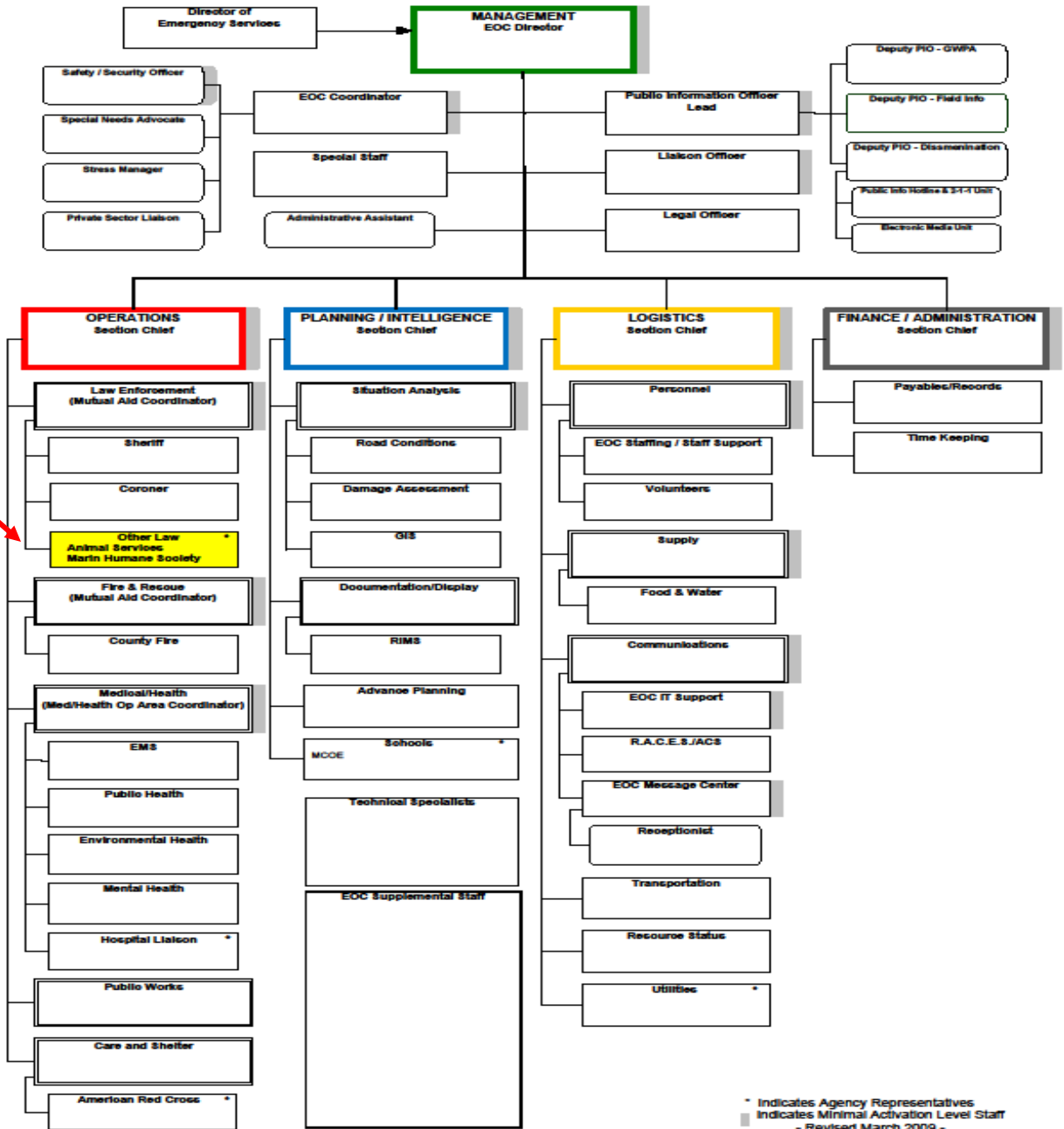
At the field response level, all agencies will use the Incident Command System (ICS) to standardize the emergency response.

In the Marin EOC Operations Section Other Law Unit with its MHS decision making representative is used as the central location for gathering and disseminating information, coordinating all jurisdictional emergency operations, and supporting all multi-jurisdictional, multi-agency requests for disaster animal services.



**Marin County/Operational Area
Emergency Operations Center (EOC) Chart**

Date:
Op Period:



Organization Flexibility – Modular Organization

The five essential ICS functions in SEMS and NIMS are identified as “sections” in the EOC. All other functions are organized as branches, groups or units within these sections. Only functional elements that are required to meet current objectives will be activated.

Management of Personnel – Hierarchy of Command and Span-of-Control

Management of personnel within the EOC will be accomplished through the assignment of Section Chiefs for Operations, Planning/Intelligence, Logistics, and Finance/Administration functions. The EOC Animal Services Coordinator is the Other Law Animal Services Unit Leader and reports to the Law Enforcement/Mutual Aid Branch Coordinator who reports to the Operations Section Chief.

Multi-Agency or Inter-Agency Coordination

Multi-agency or inter-agency coordination is important for establishing priorities for response and allocating critical resources. Strategies for handling multi-agency response problems need to be developed while jurisdictional and agencies’ objectives are not compromised. Marin Humane Society departments, agencies and possibly affiliated special districts, volunteer agencies and private organizations coordinate emergency response at the EOC. The Marin Humane Society EOC functions as a united team to provide efficient animal services during a disaster.

EOC Action Plans

At local, operational area, regional and state levels, the use of EOC action plans provide designated personnel with knowledge of the objectives to be attained and the steps required for achievement. Action plans give direction and provide a basis for measuring achievement of objectives and overall system performance.

Special District Involvement

Special districts are defined as local governments in SEMS/NIMS. The emergency response role of special districts is generally focused on the return to normal services. During disasters, some types of special districts may be more extensively involved in the emergency response by assisting other local governments when the disaster extends beyond individual agency capability.

Coordination and communications should be established among special districts that are involved in emergency response, other local governments and the operational area. This coordination and communications may be accomplished in various ways depending on the local situation. Relationships among special districts, cities/towns, county government and the OA are complicated by overlapping boundaries and by the multiplicity of special districts. Special districts need to work with the local governments and the Marin EOC where the Marin Humane Society is conducting multi-agency coordination in their service areas to determine how best to establish coordination and communication in emergencies.

When a special district is wholly contained within the city/town, the special district should have a liaison at the city/town EOC to provide direct support. An exception may occur when there are many special districts within the city/town

When there are many special districts within a city/town, it may not be feasible for their EOC to accommodate representatives from all special districts during area-wide disasters. In such cases, the city/town should work with the special districts to develop alternate ways of establishing coordination and communication.

The Marin Humane Society works with Special Districts when specific animal-related issues need to be addressed.

MUTUAL AID

Introduction

The foundation of California's emergency planning and response is a statewide mutual aid system which is designed to ensure adequate resources, facilities and other support is provided to jurisdictions whenever their own resources prove to be inadequate to cope with given situation(s). The basis for the system is the California Disaster and Civil Defense Master Mutual Aid Agreement, as provided in the *California Emergency Services Act*. This Agreement was developed in 1950 and has been adopted by the state, all 58 counties and most incorporated cities in the State of California. The Master Mutual Aid Agreement creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the state. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of the local jurisdiction to negotiate, coordinate and prepare mutual aid agreements.

In the animal services profession, mutual aid is relied upon through trusted relations with other departments. There is no established standardized assistance that is similar across jurisdictional boundaries. As such, some agencies are better suited to provide resources and mutual aid, while many others can't offer any assistance. The Marin Humane Society has identified many partner animal services and humane organizations that they routinely work with during disasters. Many non-enforcement animal organizations also serve as tremendous resources to MHS during a disaster.

Mutual aid agreements exist in:

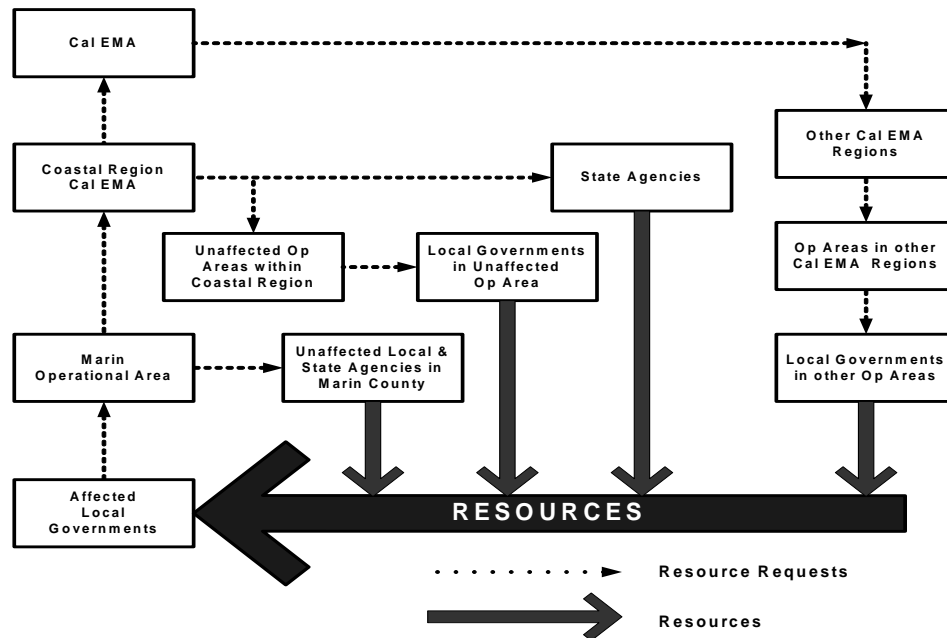
- Law Enforcement
- Fire Services
- Medical

- Public Health
- Emergency Managers
- Hazardous Materials
- Public Utilities
- Engineers
- Coroner
- Animal Services
- Others

Mutual Aid System

A statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement, allows for the progressive mobilization of resources to and from emergency response agencies, local governments, operational areas, regions and state with the intent to provide requesting agencies with adequate resources.

The statewide mutual aid system includes several discipline-specific mutual aid systems, such as fire and rescue, law, medical and public works. The adoption of SEMS does not alter existing mutual aid systems. These systems work through local government, operational area, regional and state levels consistent with SEMS/NIMS and the Incident Command System (ICS) **(See figure below)**. Mutual aid may also be obtained from other states. Interstate mutual aid may be obtained through direct state-to-state contacts, pursuant to interstate agreements and compacts, or may be coordinated through federal agencies.

Mutual Aid/Flow of Resource Requests (SEMS/NIMS/ICS)**Mutual Aid Coordinators**

To facilitate mutual aid, discipline-specific mutual aid systems work through designated mutual aid coordinators at the operational area, regional and state levels. The basic role of a mutual aid coordinator is to receive mutual aid requests, coordinate the provision of resources from within the coordinator's geographic area of responsibility and pass on unfilled requests to the next level.

Mutual aid requests that do not fall into one of the discipline-specific mutual aid systems are handled through the emergency services mutual aid system by emergency management staff at the local government, operational area, regional and state levels.

Mutual aid coordinators may function from an EOC, their normal departmental location or other locations depending on the circumstances. Some incidents require mutual aid but do not necessitate activation of the affected local government or operational area EOCs because of the incident's limited impacts. In such cases, mutual aid coordinators typically handle requests from their normal work location. When EOCs are activated, all activated discipline-specific mutual aid systems should establish coordination and communications with the EOCs as follows:

Volunteer and Private Agencies in Mutual Aid

Volunteer and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. Some volunteer agencies such as the American Red Cross, Salvation Army and others are an essential element of the statewide emergency response to meet

the needs of disaster victims. Volunteer agencies mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies with extensive involvement in the emergency response should be represented in EOCs.

Some private agencies have established mutual aid arrangements to assist other private agencies within their functional area. For example, electric and gas utilities have mutual aid agreements within their industry and established procedures for coordinating with governmental EOCs. In some functional areas, services are provided by a mix of special district, municipal and private agencies. Mutual aid arrangements may include both governmental and private agencies.

A liaison should be established between activated EOCs and private agencies involved in a response. Where there is a need for extensive coordination and information exchange, private agencies should be represented in activated EOCs at the appropriate SEMS level.

- Number and type of personnel needed
- Type and amount of equipment needed
- Reporting time and location
- To whom forces should report
- Access routes
- Estimated duration of operations
- Risks and hazards

Following a major disaster, the Marin County Sheriff's OES can assist local governments with reimbursement procedures for response-related costs.

VOLUNTEER RESOURCES

In response to disaster, management of resources requires integration of material, as well as personnel, into the existing Emergency Management System of the Marin Humane Society. Volunteer groups trained in emergency response can greatly enhance and supplement emergency response personnel. Jobs for all personnel assigned to emergency response must be trained, equipped, and aligned with a qualified organization. Spontaneous volunteers, when trained and managed appropriately, can provide valuable resources to the community. The Marin Humane Society relies on a large number of specially trained volunteers that are called upon to assist in animal disaster response when needed.

See Annexes A and B.

Radio Amateur Civil Emergency Service/Auxiliary Communication Services (RACES/ACS)

Marin Humane Society has one amateur radio licensee on staff. In the event of other communication system failures we could communicate with a ham radio upon obtaining one and coordinating with the Marin EOC Communications Branch Coordinator.

Marin Medical Reserve Corps (MMRC)

Marin County's Health and Human Services Division has created the Marin Medical Reserve Corps (MMRC) which enlists citizen volunteers to assist in the establishment of an organized pool of resources capable of being deployed to support Emergency Management Systems already in place in the event of a major disaster. MMRC has developed a partnership within the Marin County medical profession (active and retired) that aid in the education, training and deployment of citizen volunteers and resources in the event of a large scale, local emergency. MMRC will serve as a support role in providing volunteer medical professionals and resources to augment those services in the community that are engaged in the health and welfare of the citizenry.

Community Emergency Response Team (CERT)

Following a major disaster, first responders who provide fire and medical services will not be able to meet the demand for these services. Factors as number of victims, communication failures, and road blockages will prevent people from accessing emergency services they have come to expect at a moment's notice through 911. The Marin County CERT program presents citizens' training with the facts about what to expect following a major disaster and also in life saving skills with emphasis on decision-making skills and rescuer safety. It organizes teams so that certified CERT members are an extension of first responder services offering immediate help to victims until professional services arrive.

CERT includes education topics such as earthquake survival, fire prevention and suppression, search and rescue, disaster first aid, and general emergency preparedness. CERT courses and information on organizing neighborhood teams is available at Marin Operational Area CERT program fire stations.

The Marin Humane Society has a CERT trained team of staff that is prepared to serve in this role during a disaster.

Get Ready Disaster Preparedness Program

The Get Ready Program was developed by the Tiburon Peninsula Disaster Preparedness Taskforce and is now available for all residents of Marin County. This two hour program is outlined by the Federal Emergency Management Agency to teach citizens what to do when help is unavailable during emergencies and disasters.

The Marin Humane Society plans to incorporate this training to a team of staff in the near future.

Other Animal Disaster Response Volunteers

There are additional volunteer groups who contribute significantly during both disaster and non-disaster times. Volunteers may be called upon for their specialized training and professional skills in the following areas:

See: Annex A and B

MARIN HUMANE SOCIETY EMERGENCY OPERATIONS CENTER (EOC)

Introduction

Day-to-day operations are conducted from departments and agencies that are widely dispersed throughout Marin County. An EOC is a location from which centralized emergency management can be performed during a major emergency or disaster. This facilitates a coordinated response by the Emergency Operations Center emergency management staff and representatives from organizations that are assigned emergency management responsibilities. The level of EOC staffing will vary with the specific emergency situation.

An EOC provides a central location of authority and information. It allows for face-to-face coordination among personnel who must make emergency decisions. The following functions are performed in the Marin Humane Society EOC:

- Managing and coordinating emergency operations
- Receiving and disseminating warning information
- Developing emergency policies and procedures
- Collecting intelligence from, and disseminating information to, the various EOC representatives, and, as appropriate, to county, other cities/towns, special districts, and political representatives
- Preparing intelligence/information summaries, situation reports, operational reports, and other reports as required
- Maintaining general and specific maps, information display boards, and other data pertaining to emergency operations
- Continuing analysis and evaluation of all data pertaining to emergency operations
- Directing, controlling and coordinating, within established policy, the operational and logistical support of animal services resources committed to the emergency
- Maintaining contact and coordination with support to Disaster Operations Centers, other local government EOCs, and the Marin County Operational Area EOC
- Providing emergency information and instructions to the public, making official releases to the news media and the scheduling of press conferences as necessary

EOC Location and Description

The Marin Humane Society EOC is located at the Officer's Room of the Marin Humane Society. On occasion, the Conference Room and Education Room can also serve as the EOC.

The EOC is well supplied with appropriate forms, phones and communication devices and serves as a place for the collection and dissemination of information. Staffing pattern is SEMS based, and operational periods are determined during the initial stages of an event.

Alternate EOC Location and Description

When requested, the Marin Humane Society is prepared to serve as a team member to County and City EOCs. The Marin Humane Society is currently included in the County EOC staffing.

When to Activate the EOC:

The Marin Humane Society EOC is activated upon notification by the County or other City faced with a disaster or emergency. The MHS EOC is also activated upon the direction of the Animal Services Director or Field Services Supervisor in appropriate scenarios that need to be handled as such and require extensive coordination and outside resources.

Who Can Activate the EOC:

The following individuals, either acting as the EOC Director or on behalf of the EOC Director, or their appointed representatives (as referenced in Continuity of Government Lines of Succession), are authorized to activate the EOC:

Animal Services Director, Captain Cindy Machado

Field Services Supervisor, Lieutenant Steve Hill

Field Sergeant, Michelle Rogers

How to Activate the EOC:

Contact:

- Animal Services Director
- Field Supervisor
- Field Sergeant

MARIN HUMANE SOCIETY EOC Activation Levels Examples:

Trigger Event/Situation	Activation Level	Staffing	Activities
Severe Weather Watch	Stand-By	None Limited to office or other location.	None EOC is configured; all systems ready.
Severe Weather or Tsunami Warning	Minimal	EOC Director EOC Coordinator Liaison Officer PIO and Deputy PIO Section Chiefs Law, Fire, Medical/Health, Situation Analysis, Personnel, Supply, Communications, IT Support	Situation analysis Public Information Response coordination Resource coordination Liaison Logistics support Financial support
Significant incidents involving two or more cities			
Earthquake Advisory Level I			
Severe Weather or Tsunami Warning	Partial	All Minimal Level staff plus: Branches and Units as appropriate to situation Liaison/Agency reps as appropriate	Situation analysis Public Information Response coordination Resource coordination Liaison Logistics support Financial support
Earthquake with substantial damage reported			
Earthquake Advisory Level II or III			
Major wind or rain storm with damage			
Two or more large incidents involving two or more cities			
Wildfire affecting developed area			
Major scheduled event			
Incident involving large-scale or possible large-scale evacuations	Full	All positions Liaison/Agency reps as Appropriate	Situation analysis Response coordination Resource coordination Logistics support Public Information Sustained Operations
Major city or regional emergency - multiple areas with heavy resource involvement			
Earthquake with severe damage			

Status Boards

Because the EOC's major purpose is accumulating and sharing information to ensure coordinated and timely emergency response, status boards for tracking emergency activities will be made available for use in both the primary and alternate EOCs. All EOC sections must maintain display devices so that other sections can quickly comprehend what actions have been taken, what resources are available, and to track damage in animal services. The Planning/Intelligence Section is responsible for coordinating the display of information. All display charts, boards, and materials are stored in the EOC.

At the onset of any disaster, a log will also be compiled for the duration of the emergency situation. Key disaster related information will be recorded in the log; e.g., animal services status, casualty information, health concerns, property damage, fire status, size of risk area, scope of the hazard to the public, number of evacuees, etc. The posting of the log is the responsibility of the Planning/Intelligence Section staff.

Communications

Communications are provided for in the EOC by the Logistics Section and include:

computers, laptop computers, phones, two-way radios, MERA portable radios, fax machines, a copier machine and all necessary paperwork and office supplies.

EOC Coordination with Volunteer and Private Agencies

Local jurisdictions' EOCs will generally be a focal point for coordination of response activities with many non-governmental agencies and should establish communication with private and volunteer agencies providing services within their jurisdiction.

Agencies that play key roles in the response should have representatives in the EOC. If an agency supports several functions and has only one representative in the EOC, the agency representative should be located in the liaison area. If an agency is supporting one function only, its representative may be located with that functional element. Some agencies may have several personnel participating in functional elements in the EOC. For example, American Red Cross (ARC) personnel may be part of the staffing for the Care and Shelter element of the EOC.

During large events, agencies that have countywide response roles and cannot respond to numerous local jurisdictions' EOCs should be represented at the OA level.

Coordination with volunteer and private agencies that do not have representatives at the EOC may be accomplished through telecommunications, liaison with community councils that represent several agencies or involvement of agencies in special multi-agency groups on specific issues.

Coordination Links

<i>Field Level Response</i>	
Animal Services Field Response and Recovery	Marin Humane Society
Local Government EOCs (Cities/Towns and Special Districts)	
Multi-agency Coordination for local government	Jurisdiction Activation
Marin Operational Area EOC	
Multi-agency Coordination for local government	County leadership Activation
California Emergency Management Agency (Cal EMA) Coastal Region/Mutual Aid Region II	
Multi-agency Coordination for Region of California	Cal EMA and California Governor Activation
California Emergency Management Agency (Cal EMA)	

Emergency Operations Center (EOC) Management Structure

SEMS regulations require local governments to provide five functions: management, operations, planning/intelligence, logistics and finance/administration. These functions are the basis for structuring the EOC organization

Management - Responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations

Operations - Responsible for coordinating all jurisdictional operations in support of emergency response through implementation of the local government's EOC Action Plan

Planning/Intelligence - Responsible for collecting, evaluating and disseminating information; assist in developing the County OA's EOC Action Plan, After Action Report, and Corrective Action Report, in coordination with the EOC Emergency Services Coordinator

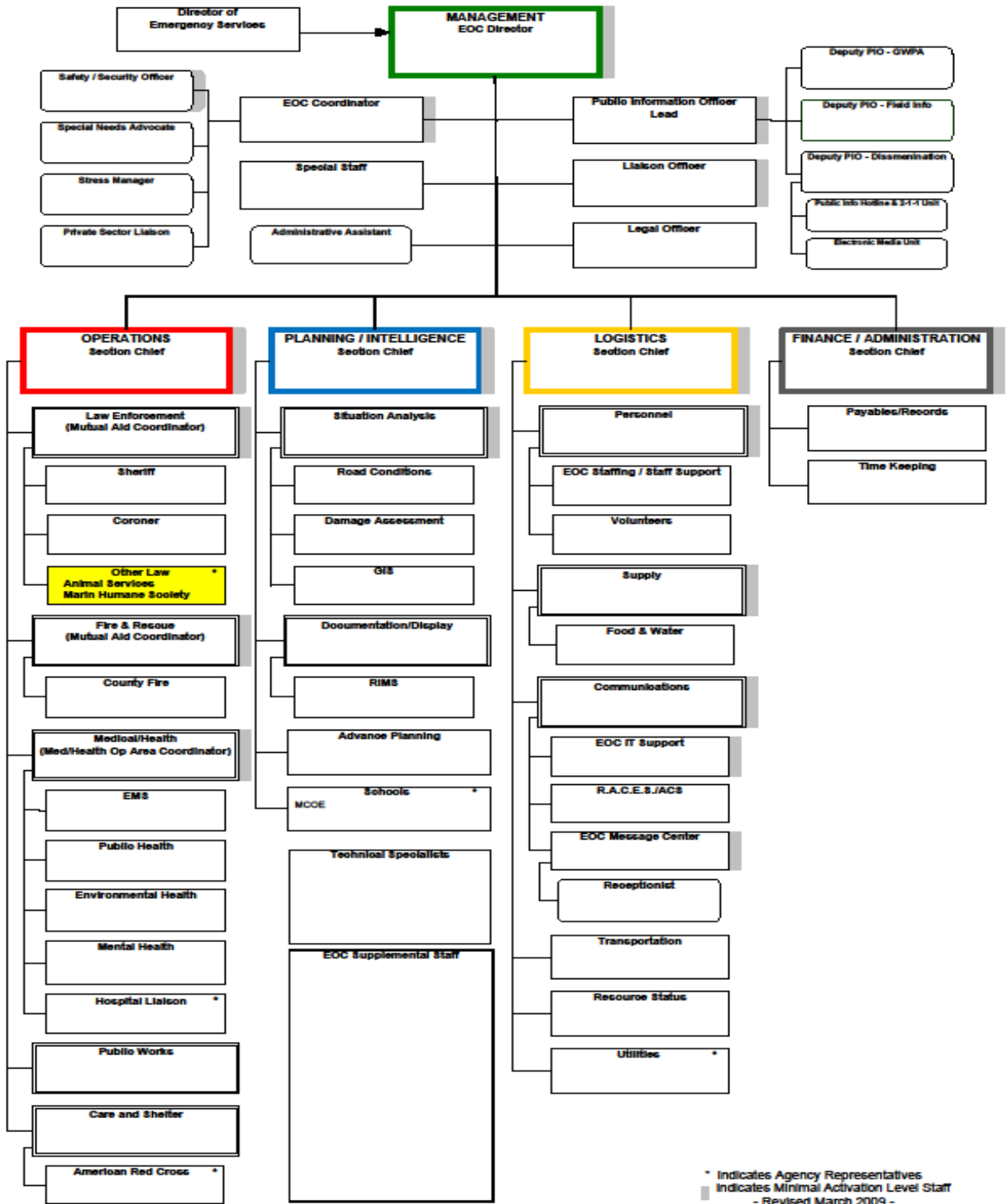
Logistics - Responsible for supporting operations, providing facilities, services, personnel, equipment and materials

Finance/Administration - Responsible for financial activities and other administrative aspects

The EOC organization may include representatives from special districts, volunteer agencies, and private agencies with significant response roles.

**Marin County/Operational Area
Emergency Operations Center (EOC) Chart**

Date:
Op Period:



EOC POSITION DESCRIPTIONS AND RESPONSIBILITIES

Management Section

The Management Section is responsible for overall management and administration of the incident. Management also includes certain support staff functions required to support the EOC Management function and the field command function.

Operations Section

The Operations Section is under the supervision of the Operations Section Chief who is in charge of all functions within the Operations Section. The Operations Section directs the animal services operational resources and coordinates mutual aid resources. In addition, the Operations Section is responsible for coordinating with the County field incident commanders. The following branches are in the Operations Section. Various Branches/Groups can be added as needed.

- Field Services – Respond, to animal services issues in the community
- Animal Care – Handle, animal care issues at the shelter and temporary shelters
- Customer Care – Handle, customer service requests and animal lost and found

Planning/Intelligence Section

The Planning/Intelligence Section is under the supervision of the Planning Section Chief. The duties and responsibilities of the Planning Section are to gather and analyze all data regarding the incident and the assigned resources. The Planning Section maintains an incident log, EOC display maps, and charts. The Planning Section is also responsible for preparing situation reports, assessing damage, conducting planning meetings, documenting all EOC activities, and assisting in the preparation of the Action Plan. The following branches are established as necessary in the Planning Section:

- Senior Management Team – Coordinates and assists with information gathering
- Field Services Supervision – Coordinates response and provides information

Logistics Section

The Logistics Section is under the supervision of the Logistics Section Chief and provides all emergency support needs. The Logistics Section orders all resources, manages volunteer personnel, and provides communications, facilities, transportation, supplies, equipment, fuel, food, and shelter. The Logistics Section is made up of the following branches:

- Shelter Resources and Special Programs Director – Coordinates logistics
- Community Services Liaison – Assists with coordination of logistics

Finance/Administration Section

The Finance/Administration Section provides for the tracking of the time worked by all emergency personnel involved in the incident, provides cost analysis and projections, and records any and all injury claims for compensation.

- Chief Financial Officer – Coordinates all financial matters

EMERGENCY PROCLAMATIONS**Local Emergency**

At the local government level an emergency may be proclaimed by an individual authorized to direct such orders. The Marin Humane Society does not have this authority but shall advise the Marin County Sheriff's Office of Emergency Services (OES) of any emergency or disaster situations it becomes involved with, either in or outside of Marin County. The proclamation of a Local Emergency provides the governing body with the legal authority to:

- Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements
- Require the emergency services of any local official or employee
- Requisition necessary personnel and materials from any local department or agency
- Obtain vital supplies and equipment and, if required, immediately commandeer the same for public use
- Impose penalties for violation of lawful orders
- Conduct emergency operations without incurring legal liability for performance, or failure of performance. *Note: Article 17 of the Emergency Services Act provides for certain privileges and immunities*

CONTINUITY OF GOVERNMENT**Purpose**

A major disaster or an enemy attack could result in great loss of life and property, including the death or injury of key government officials. At the same time, there could be partial or complete destruction of established seats of government, and

the destruction of public and private records essential to continued operations of government and industry.

In the aftermath of a major disaster, law and order must be preserved and essential government services must be maintained. Civil government accomplishes this best. To this end, it is particularly essential that local units of government continue to function.

Applicable portions of the California Government Code and the State Constitution (cited in the next paragraphs) provide authority for the continuity and preservation of state and local government.

Responsibilities

Government at all levels is responsible for providing continuous, effective leadership and authority under all aspects of emergency services operations (prevention, preparedness, response, recovery, and mitigation). Under California's concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while others may provide additional resources upon request.

Preservation of Local Government

Article 15 of the *California Emergency Services Act* (Chapter 7 of Division 1 of Title 2 of the Government Code) provides the authority, as well as the procedures to be employed, to ensure continued functioning of political subdivisions within the State of California. Article 15 provides for the succession of officers who head departments responsible for maintaining law and order, or in furnishing public services relating to health and safety.

Article 15 also outlines procedures to ensure continued functioning of political subdivisions in the event the governing body, including standby officers, is unavailable to serve.

Lines of Succession for Officials Charged with Discharging Emergency Responsibilities

The first step in ensuring continuity of government is to have personnel who are authorized and prepared to carry out emergency actions for government in the event of a natural, technological, or national security disaster.

Article 15, Section 8637 of the Emergency Services Act authorizes political subdivisions such as County, City, Town and Special District leaders to provide for the succession of officers (department heads) having duties related to law and order and/or health and safety.

Article 15, Section 8643 Emergency Services Act describes the duties of a governing body during emergencies as follows:

- Ascertain the damage to the jurisdiction and its personnel and property
- Reconstitute itself and any subdivisions
- Perform functions in preserving law and order and furnishing local service

Service/Department **Title/Position**

Animal Services/Field Services Captain Cindy Machado, Animal Services
Director

Preservation of Vital Records

In the Marin Humane Society, the Field Services Department and Customer Care Departments are responsible for the preservation of vital records:

Dog licensing records, animal lost and found information, daily activity worksheets, financial records, microchip information, animal care and veterinary records, etc.

Each department within Marin Humane Society should identify, maintain and protect its own essential records.

PART TWO - THREAT SUMMARY AND ASSESSMENTS

GENERAL

This section of the Marin Humane Society EOP consists of a series of threat summaries based on the results of the Marin County's hazard analysis. Within Marin Humane Society, not all threats are considered to be a critical concern. However, threats that may seem unlikely to affect Marin Humane Society directly, will indirectly impact our community.

Location, Major Jurisdictions, and Population

Our location includes all of the unincorporated and incorporated areas throughout Marin. The population is approximately 260,000. The terrain varies from high rugged forested mountain areas, to inland valleys, ocean and bay front property. There is a high population of domestic animal as well as a flourishing number of wildlife species throughout the area. Other specific animal issues to consider include a large number of commercial horse businesses, a large specialty agricultural area (West Marin), a large wildlife rehabilitation center (San Rafael) and a large marine mammal rehabilitation center (Coastal Headlands). In addition, the county has a large number of animal businesses including veterinary hospitals, animal boarding facilities, grooming parlors and exhibitors that occasionally temporarily visit Marin.

Transportation and Infrastructure

The Marin Humane Society is equipped with a specialized fleet of animal services vehicles, special animal rescue trucks, boats, livestock trailers and a mobile animal disaster supply trailer. All of these resources are used to assist with pet evacuation during a disaster and to provide on-going animal services response throughout the disaster period. We also have a specially trained group of horse and livestock volunteers that can assist us when needed.

The main animal shelter that serves all of the animal services needs in Marin is located in Novato. During a serious emergency or disaster the Marin Humane Society is also prepared to implement and staff temporary animal staging areas and animal shelters throughout Marin, depending on where the needs are greatest. The Marin Humane Society also has a contingent of volunteer animal foster families as well as neighboring animal shelter facilities that are willing to help in a disaster.

Potential Hazards and Threats Summary

All Marin County/Operational Area potential hazards and threats will have no bearing on the response, recovery and mitigation planning for the Marin Humane Society. The Marin Humane Society will conduct and provide emergency animal services to all affected areas of the County/Marin Operational Area without regard to the specific hazard or threat upon request from a government agency.

PART THREE – REFERENCES, ACRONYMS AND AUTHORITY

OPERATIONAL AREA ANNEXES

Available reference material includes annexes that supplement the Marin County Operational Area EOP. These documents provide information or additional detail for hazards or response functions. The list below indicates current Marin County Annexes. Additional annexes will be developed. All current annexes are available to all agencies within the Marin County Operational Area.

- | | |
|--|----------------|
| • EOP Post-Disaster Housing Annex | December 2003 |
| • EOP Care and Shelter Annex | March 2005 |
| • EOP Spontaneous Volunteer Annex | September 2005 |
| • EOP Tsunami Annex | January 207 |
| • EOP Vulnerable/Special Needs Populations Annex | June 2007 |
| • EOP Medical/Health Annex | November, 2006 |
| • EOP Oil Spill Annex (Draft) | April, 2006 |
| • EOP Disaster Animal Services | May, 2010 |

AUTHORITIES AND REFERENCES

The California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code), hereafter referred to as, "The Act", provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act.

The Standardized Emergency Management System (SEMS) Regulations (Chapter 1, Division 2 of Title 19 of the California Code of Regulations), establishes SEMS to provide an effective response to multi-agency and multi-jurisdiction emergencies in California.

Homeland Security Presidential Directive (HSPD-5) gives the Secretary of Homeland Security the responsibility of developing and administering the National Incident Management System (NIMS).

The California Emergency Plan, which is promulgated by the Governor, is published in accordance with the Act and provides overall statewide authorities and responsibilities, and describes the functions and operations of government at all levels during extraordinary emergencies, including wartime. Section 8568 of the Act states, in part, that "the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof". Local emergency plans are, therefore, considered to be extensions of the California Emergency Plan.

The National Response Plan (NRP) establishes a single, comprehensive approach to domestic incident management to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The NRP is an all-hazards plan built on the template of the National Incident Management System (NIMS). The NRP can be partially or fully implemented in the context of a threat, anticipation of a significant event, or in response to an incident requiring a coordinated Federal response. The NRP applies to all incidents requiring a coordinated Federal response as part of an appropriate combination of Federal, State, local, tribal, private-sector, and nongovernmental entities. The NRP is always in effect; however, the implementation of NRP coordination mechanisms is flexible and scalable.

The California Civil and Government Codes contain several references to liability release (Good Samaritan Act) for those providing emergency services.

Federal

Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288, as amended)

Federal Civil Defense Act of 1950 (Public Law 920), as amended

Federal Response Plan (FEMA)

Federal Departments and agencies HSPD-5 requirements for adoption of NIMS by State and local organizations

NRT-1, Hazardous Materials Emergency Planning Guide and NRT-1A Plan Review Guide (Environmental Protection Agency's National Response Team)

State

Standardized Emergency Management System (SEMS) Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations) and (Government Code Section 8607(a). Standardized Emergency Management System (SEMS) Guidelines.

California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).

'Good Samaritan' Liability

California Emergency Plan

California Natural Disaster Assistance Act (Chapter 7.5 of Division 1 of Title 2 of the Government Code)

Preservation of Local Government, Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code)

Temporary County Seats, Section 23600, Article 1 of Chapter 4 of Division 1 of Title 3 of the Government Code

California Hazardous Materials Incident Contingency Plan

California Health and Safety Code, Division 20, Chapter 6.5, Sections 25115 and 25117, Chapter 6.95, Sections 2550 et seq., Chapter 7, Sections 25600 through 25610, dealing with hazardous materials

Orders and Regulations which may be Selectively Promulgated by the Governor during a State of Emergency

Orders and Regulations Promulgated by the Governor to Take Effect upon the Existence of a State of War Emergency

California Master Mutual Aid Agreement

California Law Enforcement Mutual Aid Plan

California Fire and Rescue Operations Plan

Judicial System, Article VI, Section 1, 4, 5, and 10, of the Constitution of California

Local Government, Article XI, of the Constitution of California

Americans with Disabilities Act

All operations and facilities involved in the disaster response activities shall take special note of the Americans with Disabilities Act (ADA). Appropriate efforts shall be made to insure that necessary considerations are given to accommodate victims with disabilities. Public warning, emergency communications, transportation, and sheltering are areas that require special attention.

ACRONYMS

AAR	After Action Report
ACS	Auxiliary Communications Service
ADA	Americans with Disabilities Act
ARC	American Red Cross
C&S	Care and Shelter
CAD	Computer Aided Dispatch
Cal EMA	California Emergency Management Agency
CalFire	California Fire
CalTrans	California Department of Transportation
CAO	Chief Administrative Officer
CAP	Corrective Action Plan
CARES	California Animal Response Emergency System
CART	County Animal Response Team
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CDF	California Department of Fire
CERT	Community Emergency Response Team
CHP	California Highway Patrol
CVNL	Center for Volunteer and Nonprofit Leadership
DC3	Disaster & Citizens Corps Council
DPW	Department of Public Works
EAS	Emergency Alert System
EDIS	Emergency Digital Information System
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan/Emergency Operating Procedures
EPA	Environmental Protection Agency
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
HEART	Homeowner Emergency Action Response Team
HSPD-5	Homeland Security Presidential Directive -5
ICS	Incident Command System
JIC	Joint Information Center
MACC	Multi-Agency Coordination Center
MCI	Mass Casualty Incident
MEANS	Marin Emergency Automated Notification System
MHOAC	Medical Health Operational Area Coordinator
MMRC	Marin Medical Reserve Corps
NARSC	National Animal Relocation and Shelter Coalition
NASAAEP	National Alliance of State Animal & Agricultural Emergency Programs
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRP	National Response Plan

OA	Operational Area
OASIS	Operational Area Satellite Information System
OHS	Office of Homeland Security
PHO	Public Health Officer
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Services
REOC	Regional Emergency Operations Center
RIMS	Response Information Management System
SEMS	Standardized Emergency Management System
SOC	State Operations Center
SOP	Standard Operating Procedures
TSA	The Salvation Army
TENS	Telephone Emergency Notification System
USDA	United Department of Agriculture
APHIS-AC	Animal & Plant Health Inspection Services Animal Care
WMD	Weapons of Mass Destruction

ANIMAL RELATED ACRONYMS

ACA	Alley Cat Allies
ACO	Animal Control Officer
AKC	American Kennel Club
ALDF	Animal Legal Defense Fund
ASO	Animal Services Officer
AHA	American Humane Association
ASA	Animal Sanctuary Association
ASPCA	American Society for the Prevention of Cruelty to Animals
AUD	Audubon Society
AVIC	Area Veterinarian in Charge
CACDA	California Animal Control Directors' Association
CARES	California Animal Response Emergency System
CCA	California Cattlemen's Association
CE	Cooperative Extension
CFA	California Farrier's Association
CFB	California Farm Bureau
CVMA	California Veterinary Medical Association
CFA	Cat Fanciers Association
CFDG	California Department of Fish and Game
CDFA	California Department of Food and Agriculture
CSHA	California State Horsemen's Association
EQEVAC	Equine Evacuation Plan
FOF	Friends of Ferals
HSUS	Humane Society of the United States
IDA	In Defense of Animals
IBRRC	International Bird Research and Rescue Center
MCAS	Marin County Animal Services

MCFB	Marin County Farm Bureau
MCSMP	Marin County Sheriff Mounted Posse
MHC	Marin Horse Council
MHS	Marin Humane Society
MCVMA	Marin County Veterinary Medical Association
NACA	National Animal Control Association
NDART	National Disaster Animal Response Team
NHA	Novato Horsemen's Association
OSPR	Office of Spill Prevention and Response
OWCN	Oiled Wildlife Care Network
RBA	Richardson Bay Audubon
SHAC	State Humane Association of California
TMMC	The Marine Mammal Center
USDA	United States Department of Agriculture
VMAT	Veterinary Medical Assistance Team
WC	Wildcare

AUTHORITY

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PART FOUR - ANNEXES**A. Volunteer Animal Disaster Jobs**

Field Animal Rescue Assistants

Laundry Assistants

In-Kind Donation Assistants

Animal Handlers:

 Pet Pals

 Dog Walkers

 Specialty Handlers (Livestock, Exotics, Aggression, Special Needs)

 Bathers

 Medical Providers

 Animal Caregivers

 Foster Homes

Office Assistants:

 Lost & Found Counselors

 Greeters

 Data Entry

 Administrative Assistants

 Animal Intake

Stress Manager Assistants

Errand Runners

Drivers

 Special Equipment Operators (Heavy Equipment, Trailers, Semi-Trucks,
etc.)

Facility Assistance:

 Staging Area Setup

 Take Down Assistants

 Temporary Animal Shelter Coordinators and Assistants

 Command Center Assistants

 Maintenance Aids

 Building Evaluators (preferably HEART/CERT/DART trained or civil
engineers)

Public Information Officer Assistants

 VIP Media Aids

Photographers

 Scene Specialists

 Animal Photographers

Animal Grief Counselors & Assistants

Equipment Managers

Inventory Controller

Financial Accountants/Recordkeepers

Special Needs Floater

Communications Assistance (Computers, telephone, ham radio, RACES, etc.)

B. Volunteer Horse and Livestock Disaster Jobs

Animal Handling:

- Animal Handling Team Leaders
- Animal Handling Assistants
- Herd Managers
- General Handlers
- Specialty Handlers
- Professional Handlers
- Rescue Assistants
- Groomers
- Transporters
- Trailer Loading Specialists
- Veterinarians
- Veterinary Technician
- Veterinary Assistants
- Feeders
- Exercisers

Facility:

- General Facility Managers
- Cleaners
- Facility Maintenance Manager
- Maintenance Assistants
- Set-up Assistants
- Errand Assistants
- In-Kind Donations Management
- Laundry Assistants
- Animal Intake Coordinator
- Administration/Recordkeeping
- Photographers

Other:

- Staging Coordinator
- Staging Assistant
- Resource Coordinator
- Equipment Manager
- Office Administration
- Scribe
- Communication Assistant
- Foster Home Assistant
- Convergent Volunteer Assistant