

CARES



California Animal Response Emergency System

STANDARD OPERATING PROCEDURES: ANIMAL SHELTERING

Preface

In an effort to assist emergency responders, the California Animal Response Emergency System has created the Standard Operating Procedures for Animal Sheltering. This document is intended to be a general guidance and may not contain provisions for every type of animal emergency. More detailed information about sheltering as well as other topics pertaining to animal emergency management may be accessed at cal-cares.com.

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DETERMINING IF AN EMERGENCY ANIMAL SHELTER SHOULD BE OPENED

The decision to open an emergency animal shelter should be based on the expected number of individuals and families that will need to be evacuated and / or whose homes have been heavily damaged or destroyed.

During a disaster less than 10% of the evacuating population will normally seek public shelter.

As a general rule of thumb, one out of every three households in California owns a pet. On average, it can be expected that a household, if it utilizes sheltering services, will bring 1.7 dogs or 2.2 cats. For more detailed calculations regarding the estimated number of pets per household, complete the worksheet on the CARES Animal Population Calculation Standard Operating Procedure or visit the AVMA Pet Calculator at: <https://www.avma.org/KB/Resources/Statistics/Pages/US-pet-ownership-calculator.aspx>

Example:

Estimated Evacuating Household Pet Population				
Evacuating Households	Number that will seek shelter (approx. 10%)	Number seeking shelter that have pets (1 out of 3)	Estimated Number of Pets	
			Dogs (x1.7)	Cats (x2.2)
1000	100	33	56	73

It will also be important to know the availability of pet friendly hotels and motels along with the availability of kennels at local veterinarian clinics and pet boarding facilities in determining the need to open a shelter.

In certain circumstances it may be much easier to contract with a local veterinarian or pet boarding facility to house pets as opposed to opening and managing a shelter.

CHOOSING THE TYPE OF SHELTER NEEDED

As you begin the planning process, you will need to ask yourself some questions your plan will need to address. As you continue in the planning process more questions will arise. Each step of the process should build off of the previous work and may require going back and adjusting that work based on the new understandings.

If a plan already exists, a group should still convene to evaluate and update it as needed. If there is no plan, then the work needs to begin by organizing the group who will create, evaluate and implement it.

1. What are the potential threats to your community and organization?

NOTE: Each disaster may require different considerations for shelter location, size and care. For example, think about what weather conditions exist at specific times of year, requirements based on the needs of the recovery such as decontamination of the animals, or threat to the shelter due to flooding, or fire changing direction.

2. What factors will you need to consider for the different disasters?

3. What types of shelter operations do you want to be able to provide for your community? Pet friendly? Stray?

4. What types of animals will you be housing and conversely what types will you not be able to accommodate?

NOTE: FEMA defines companion animals eligible for reimbursement. Some agencies are only permitted to house animals who fit the FEMA definition. See the following link for more information: <http://www.fema.gov/9500-series-policy-publications/952319-eligible-costs-related-pet-evacuations-sheltering>

5. Who can you partner with to assist with those animals you will not be housing?

6. Are there already plans for sheltering the animals, by whom and where?

Note: There may be plans created by multiple agencies on how they intend to handle a disaster without any knowledge of others involvement. Multiple plans cause disorganization and confusion for the public and responders.

7. Who are the main groups and organizations involved in disaster animal response and sheltering of both the people and the animals, who should be part of the planning process?

Types of Shelters

1. Colocation or Pet Friendly

- A human shelter with the animals in a location within the same building or in a building near the human shelter.
- The animal shelter is staffed by animal care staff and volunteers but it is the owners who are the primary caretakers of their pets.
- Staff provides assistance to owners when needed and full care when owners are not able.
- Supports the human-animal bond by keeping the people and animals together and the owners engaged in the daily care.

Challenges

Owners caring for their pets.

- Unfamiliar and inexperienced with caring for their pets in a shelter environment.
- Do not know how to care for their animals in crates.
- Do not usually keep their animals leashed and they must be at all times.
- Loud, dirty, smelly, crowded environment can be intimidating and scary.
- Animals may behave differently - frightened, hyper, etc. - which can be frightening for owners.
- Lots of animals and many different species which can be overwhelming.
- Physically not able to provide care.
 - Elderly.
 - Disabled.
 - Injured, sick or emotionally unable to handle tasks of providing care.
 - Sole responsibility for minor children and unable to leave them unattended to care for their pets.
 - Need to take care of daily obligations or disaster recovery, such as going to work, meeting with insurance and disaster recovery officials, etc.
- Lack responsibility to provide required care.
- Choose to not provide proper care.
- Fail to show up regularly or at all.

- Mistreatment of animal (s).
- Abandonment of animal (s).
- Fail to follow the rules.
- Allow them to be off-leash or come into contact with other animals.
- Touch or handle other animals.

Animal behavior.

- Animals are not accustomed to being in a shelter environment.
- Not crate trained.
- Not leash trained.
- Frightened, aggressive, depressed.
- Develop troubling behaviors such as crate aggression, “crate crazy” - pacing, digging, eating the crate, circling.
- Difficulty adjusting to the crate, noise and other animals, and reduced activity.
- High risk for animal escape.
- Higher risk of bite to a human.
- Higher risk of animal on animal aggression.
- Increased exposure to diseases from cross contamination by the large number of people in and out of the shelter.

Difficult to control the shelter environment due to large foot traffic volume.

Safety and security of the animals from theft or escape.

Staffing with trained helpers and volunteers.

Although the owners are providing care, trained staff and volunteers will need to be there to assist owners and provide care when required.

2. Mega Shelter

- A large scale colocation or pet-friendly shelter operation.
- Located a safe distance outside of the projected disaster zone for pre-evacuation, requiring longer travel distance.
- Pre-evacuating/evacuating of the people and animals may need to be by public transportation and animal transports.
- Owners may not have the ability to travel the long distance.
- Requires extensive amounts of supplies and resources.

Challenges

- Similar challenges as the pet-friendly shelter, but on a much larger scale.
- Staffing will be more demanding not only because of the shelter size and length of operation.
- The longer the operation lasts, the harder it becomes to continue to staff.

Cohabitation Shelter

- A housing arrangement where the people and their pets are housed with each other in the same area.
- Less common shelter operation.
- Many safety challenges for the humans in this situation especially if there isn't a structured separation between families.
- Owners are the sole care-takers with minimal to no staff to support owners in the care of their animals.
- Supports the human-animal bond by housing the people and animals together and the owners fully responsible for the care.

Challenges

- Difficult to find a suitable place for cohabitation shelters where each family unit has a separate and secure space of their own.
- The nature of the setup, with animals and people in the same space, is in itself a major challenge if the animals are in crates next to the human cots.
- Harder for the animals to get a lot of rest due to the human activity.
- Animal safety is at risk unless they are continually monitored by their owners.
- No backup staff to provide or assist with animal care.

3. Open or Animal Evacuation Shelter

- Animal shelter housing both owned and stray animals and generally not near a human shelter.
- Staffed by animal care professionals and volunteers who are responsible for providing full care for the animals.
- Can be harder on the human-animal bond.
- The people and animals are not together and are not in regular communication, which can increase the stress on both parties during a difficult time.
- Owners should be permitted and encouraged to be involved in the animal's care and during regular visitations hours.

Challenges

- Owners may not be able to spend much time with their pets which could negatively impact both the people and animals.
- Separation can stress an already tenuous bond resulting in relinquishment or abandonment.
- Separation can add to the animals stress, fear and depression.
- Animals are being cared for by strangers which can cause additional stress, fear and depression.
- Animal behavior.

- Animals are not accustomed to being in an animal shelter or especially a disaster shelter.
 - Not crate trained.
 - Not leash trained.
 - Frightened, aggressive, depressed.
 - Develop troubling behaviors such as crate aggression, “crate crazy” - pacing, digging, circling.
 - Difficulty adjusting to the crate, noise and other animals, and reduced activity.
- Trained and experienced staff and volunteers.
 - Less risk for animal escape.
 - Less risk of bite to a human.
 - Less risk of animal on animal aggression.
- Staffing falls entirely on the sheltering groups to provide staff and volunteers.
- It does make it easier to control this environment therefore allowing better security for the animals.

4. *Sheltering in Place*

- An event could arise when people are asked to “shelter in place” if situations make it unsafe for them to leave their homes.
- Chemical spills or biological threat where it is safer than leaving.
- Earthquake causing damage to the infrastructure where people are unable to evacuate.

*Considerations should be made to accommodate horses, companion livestock such as camelids, pigs, sheep and goats, and depending on geographical area, cattle.

CARE AND SHELTER LOCATIONS

- Use pre-established approved sites when possible
- Ensure sites are upwind, upstream, and uphill of any potential threat
- Ensure site has water, electricity/gas, and sewage treatment
- Ensure site has adequate safety measures to separate various types of animals
- Have plans to move the site immediately if a threat moves towards the shelter -- that requires at least two ways out of the area from the site
- Ensure the site is large enough to handle anticipated needs (use rough thumb rule below for household pets):

Examples confinement/shelter of small and large animals:

<u>SMALL ANIMAL</u>	<u>LARGE ANIMAL</u>
<ul style="list-style-type: none">• Kennels/boarding facilities• Animal Control facilities• Wildlife rehabilitation centers• SPCA/Humane organizations• Local fairgrounds• Veterinary clinics• Fairgrounds• School gymnasiums• Dog training centers• Airplane hangers• Warehouses	<ul style="list-style-type: none">• Fairgrounds• Stables or racetracks• Local FFA or 4-H groups• Sales yards or auctions• Railroad holding areas• Rodeo arenas• Local educational institutions• Producers/ranchers/private individuals• Horse breeding farms

Animal Population Statistics in California:

California is home to nearly 19 million domestic animals. Polls conducted in 2012 estimate that California is home to 6.7 million dogs and 7.1 million cats. The California Department of Food and Agriculture reported in 2012 that there are over 5.5 million cattle in California (1.8 million of which are dairy cows), 570,000 sheep, 141,000 goats, 670,000 horses, just over 100,000 hogs, and millions of chickens in the Golden State. Approximately one out of every three households in California owns a dog or a cat. Furthermore, households that do own them tend to own an average of 2.

Species	Average Number of Pets per Pet-Ownning Household
Dogs	1.69
Cats	2.19
Birds	2.74
Horses	2.67

Source: U.S. Pet Ownership and Demographics Sourcebook, Center for Information Management. American Veterinary Medical Association. Schaumburg, IL 2012.

For Livestock numbers, refer to the California Agricultural Resource Directory, 2012

CARE AND SHELTER OPERATIONS

Care and shelter operations can be divided into five primary areas:

1. Shelter Set Up
2. Shelter Staffing
3. Shelter Activities
4. Animal Documentation
5. Animal Care
6. Shelter Resources
7. Shelter Closure

This section covers set up, the basic organizational structure, basic actions and consideration, resources to consider, and closure.

Shelter Set Up

Why and When to Open:

A shelter(s) should be opened as soon as possible after an evacuation has been ordered. If there is self-evacuation, based on public perception of threat, non-profits may wish to open facilities even before county officials direct an animal shelter to open.

Where to Open:

Sites should be used that are pre-identified, prepared and that are familiar to the public. If these sites are unavailable for any reason alternative sites should be established using the criteria in Section 6.

Who Should Open:

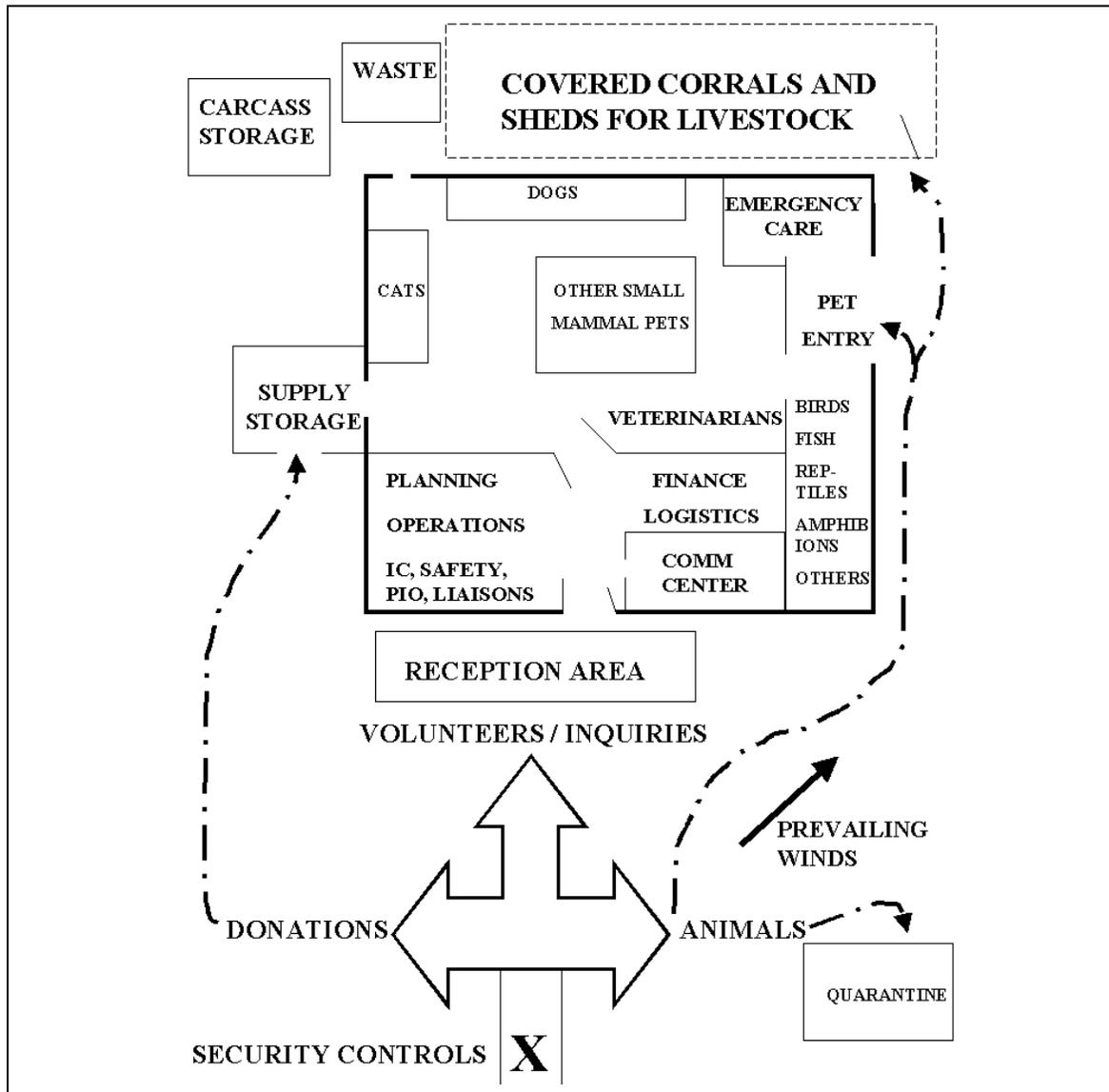
An official taking direction from the Operational Area EOC or county offices should open the public facility. Non-profit and private facilities may have opened on their own accord. Public shelters should maintain close contact with all other animal shelters in the Operational Area as well as human shelters.

What to do first: (the following order is suggested and may vary due to disaster conditions)

1. Establish access control with assistance from local law enforcement to ensure only authorized volunteers and pet/livestock owners come to the site.
2. Establish basic necessities: utilities, water, food, bedding, corrals, cages and basic animal first aid materials.
3. Establish outside communications with the OA EOC.
4. Confirm that additional staff are enroute.

5. Establish basic ICS staffing organization.
6. Identify a covered storage area for storing and sorting donations.
7. Establish a reception area for accepting and registering arrivals.
8. Establish contact with all human shelters open in the OA.
9. Establish a web presence for reuniting owners and animals.
10. Inform media that the shelter is open and operational.

A diagram of a possible shelter layout is provided below.



Shelter Staffing

Follow these basic guidelines for staffing:

1. Follow the ICS model, and keep it sized to fit the needs of the event. Track this by posting an organization chart with the names of the positions and who is filling the positions.
 2. Ensure that veterinary support is available as soon as possible.
 3. Utilize all available volunteers whose skills meet the needs of the shelter, and who are registered as Disaster Service Workers.
 4. Register additional volunteers as Disaster Service Workers when they have documented skills that meet the needs of the shelter.
 5. Establish a shift schedule during the first operational period (usually first 12 hours) to ensure that no staff work more than a 12-hour period and no more than 5 days without relief.
 6. If the Operational Area and local volunteers cannot staff the shelter, request the OA EOC to ask the Regional Emergency Operations Center (REOC) to contact other counties for mutual aid assistance, in coordination with CARES to help find personnel resources.
 7. If no further assistance is available through mutual aid, request the OA EOC to request state assistance through the REOC.
 8. Contact community based and national humane organizations to request any additional support they may be willing to provide.
 9. Use the FOG section 8 to organize staff, and section 9 to organize and register volunteers as Disaster Service Workers.
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Shelter Activities

Once the shelter is established, staffed and in communication with the EOC, the process of operation should be clearly divided into distinct activities:

- Command and Control (**Incident Commander**)
- Safety of Operations (**Safety Officer**)
- Public Information coordination (**PIO**)
- Direct handling, care and processing of animal needs (**Operations Section**)
- Continued staffing, shelter capacity and resource procurement (**Logistics Section**)
- Information gathering and assessment (**Planning and Intelligence Section**)
- Tracking costs and staff time (**Finance and Administration Section**)

Even if all the ICS Sections are not activated, all of these functions must be performed in order to call the facility operational and still be in compliance with SEMS and ICS.

To lead the shelter operations properly, an Action Plan should be developed early in the event to guide the key operations. Directions for meetings, briefings and making an Incident Action Plan are on the following pages.

MEETINGS AND BRIEFINGS

The period of initial response and assessment occurs in all incidents. Short-term responses (small in scope and/or duration, e.g. few resources working one operational period) can often be coordinated using only a shift briefing. This will not be the case for most disasters requiring the operation of a disaster animal shelter or animal rescue operations.

Longer term, more complex responses will require a dedicated Planning Section Chief who must arrange for transition into the Operational Period planning cycle. Certain meetings, briefings, and information gathering during the cycle lead to the Incident Action Plan (IAP) that guides operations of the next operational period. The IAP is also often just referred to as the Action Plan.

The IC specifies the operational periods (e.g., 12-hour shifts, sunrise to sunset, 24-hour shifts, etc.).

Shift Turnover Briefings

During the transfer of command process the incoming IC and staff will be briefed by those they replace with basic information regarding the incident situation and the resources allotted to animal support.

The Incident Action Plan (IAP) developed by the working shift stays enforce until the new shift revises it. The Action Plan is also suitable for briefing individuals newly assigned to Command as well as assessment briefings for the staff. No staff member should leave a shift until their replacement is thoroughly and completely briefed on all areas that directly impact their position.

The shift turnover briefing should cover the following topics:

1. Situation (note areas impacted, types of animals received, safety and health concerns, weather forecasts, projected incoming cases from rescue operations, etc., as illustrated by maps, charts and status boards)
2. Objectives and priorities
3. Strategy(s) and tactics
4. Current organization
5. Resource assignments
6. Resources enroute and/or ordered
7. Operational or closed animal and human shelters

Tactics Meeting

This 30-minute meeting creates the blue print for tactical deployment of resources to assist animals during the next operational period. In preparation for the Tactics Meeting, the IC, Planning and Intelligence Section Chief, and the Operations Section Chief review the current IAP and situation status information as provided through the Situation Unit to assess work progress against the current IAP objectives. The Operations and Planning Chiefs will jointly develop primary and alternate strategies to meet objectives for consideration at the next IAP planning meeting.

The Tactics Meeting should include discussion of:

1. Objectives for the next operational period (clearly stated and attainable with the resources available, yet flexible enough to allow Operations to choose tactics).
2. Strategies (primary and alternatives).
3. Resources that should be ordered through Logistics. This process can be completed by Operations and Logistics after the meeting adjourns

IAP (Incident Action Plan) Planning Meeting

This meeting develops incident objectives, strategies, and tactics and identifies resource needs for the next operational period. Depending on the incident complexity, this meeting should last no longer than 45 minutes. It fine tunes objectives and priorities, identifies and solves problems, and defines work assignments and responsibilities. Meeting preparations include conducting a Tactical Meeting prior to the IAP Planning Meeting. All Sections should provide their IAP objectives and resource needs (defined in the Tactics Meeting) to the Planning and Intelligence Section Chief at least 30 minutes before the IAP meeting. Planning and Intelligence staff can then prepare an initial IAP for the IC to review before the IAP meeting.

Displays in the meeting room should include objectives for the next period, large sketch maps or charts, a current resource inventory prepared by the Resource Assessment Unit, and current situation status displays prepared by Situation Unit. After the meeting, the Logistics Section Chief will prepare the tactical and logistical resource orders, which will then be used by Planning and Intelligence Section to develop the final IAP assignment lists.

The IAP Planning meeting participants should:

1. State incident objectives-policy issues based on draft IAP. (IC)
2. Briefing of situation, critical and sensitive areas, weather/sea forecast, resource status/availability. (Planning and Intelligence and Logistics Section Resource Tracking Unit).
3. State primary and alternative strategies to meet objectives. (Operations, Planning, and Logistics Chiefs)
4. Specify tactics for Operations (Operations and Logistics)
5. Specify resources needed. (Operations, Planning and Logistics)
6. Specify status of shelter facilities. (Operations and Logistics)
7. Develop resources, support, and staffing orders. (Planning and Logistics)
8. Consider additional support: communications, traffic control, safety, veterinary medical, etc. (Planning and Logistics)
9. Contributing organization/agency considerations regarding work plan. (Logistics)
10. Safety considerations regarding work plan. (Safety Officer)
11. Media and public information considerations regarding the work plan. (Public Information Officer)
12. Finalize, approve written work plan for next operational period. (IC)

Other common components of the IAP include:

1. Organization List/Chart from Resource Tracking Unit
2. Assignment List from Resource Tracking Unit/Planning Unit
3. Communication Plan from the Communications Branch
4. Medical Plan from the Veterinary Team
5. Incident Map from the Situation Status Unit
6. Traffic Plan from Reception Center and Security Unit

7. Demobilization Plan from the Mobilization/Demobilization Unit
 8. Safety Plan for Shelter Operations from the Safety Officer
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SAMPLE SHELTER SAFETY PLAN

- Assign site safety responsibility
- Establish Perimeter And Restrict Access
- Characterize Any Site Hazards
Identify physical and biological hazards e.g.: slips, trips, falls, utilities, temperature extremes, confined spaces, noise, weather conditions, poisonous insects, reptiles, plants and biological waste.
- Establish Control Zones For Diseased Or Contaminated Animals
 - Exclusion zone
 - Contamination reduction zone
 - Support zone
- Assess Training Requirements
 - Check Disaster Service Worker (DSW) qualifications
 - Hold safety briefings each operational period and each shift
- Select Personal Protective Equipment (PPE)
 - Level A, B, C, or D
- Establish Decontamination Station(s) (by experts)
- Establish Emergency Medical Plan
 - Locate nearest hospitals, ambulance service, EMT(s) and establish human first aid stations at the shelter.
 - List emergency numbers: fire, police, and ambulance.

Full Facility Briefings

The IC conducts a general briefing of all staff several times during an operational period. These are commonly held at the middle of the shift, often during a common meal break, and an hour or two before shift change. They may also be called spontaneously when a major change has occurred, e.g., direction to close the shelter, direction to evacuate the shelter or warnings about further hazards (such as aftershocks from a major earthquake). The high points of the IAP should be covered, including progress made to date so that the staff are aware that they are successfully completing their mission.

Shift briefings include updates on:

1. Situation status
 2. Objectives and priorities
 3. Current organization
 4. Resource requested
 5. Resource assignments
 6. Resources en route
 7. Facilities established
 8. Communication plan
 9. Prognosis, concerns, related issues.
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STATUS BOARDS

The collection and display of information about an incident and the nature and status of response operations is a critical aspect of establishing and maintaining a command and control environment, and promotes effective and efficient communications. Ideally, pre-designed status boards should be used for display to ensure that critical information is captured and presented in a clear and logical fashion.

Status boards that depict information that is of use to two or more Sections should be grouped together, and should be viewed as the one place where anyone can go, at any time, to learn about the nature and status of an incident and response operations.

Status boards should be limited in number and should be displayed in an ordered fashion to ensure that they impart an integrated and coherent message concerning: (1) the incident (e.g., nature and location of source, status of source, type and quantity of material spilled or emitted, and the environmental conditions affecting the response); and (2) the nature and status of animal disaster response operations to address the incident.

Status boards should be established and maintained by the Situation and Resource Assessment Unit Leaders. They should be situated in a highly visible and easily accessible location, in close proximity to the Planning Section and easily accessible to the Operations Section. Since it is an active work area, it should be located away from areas subject to heavy foot traffic.

The status boards contains information about activities underway in other Sections, and it is the obligation of appropriate personnel in those Sections to work with Planning to ensure posted information is accurate and up-to-date. It is likewise the responsibility of the status board monitors within the Situation Unit to seek out sources and establish paths and schedules for needed information.

As time allows, black-and-white, 8" by 10" versions of the status board information should be prepared. These documents should be time-stamped and distributed only within the animal disaster organization at the scene, and copies should be made available next to the status board displays. Additional copies can be provided to the OA EOC staff when they are requested.

Animal Documentation

Animal shelter support personnel are responsible for reporting shelter activity data to the Agency Shelter or EOC.

Occupancy counts two times a day (morning and evening) are necessary for reporting and safety accountability. Mid-day counts may be added at the discretion of the Field Shelter Director in response to individual security needs.

Animal shelter information that is reported involves a variety of formats, including:

- Manual status report
- Animal shelter database
- Animal shelter status boards, updated daily, including the following information:
 - Total number of animal shelters open
 - Total number of animals in care at all sites
 - Total number of new animals in care at all sites
- Site information
 - Name of shelter
 - Lead agency
 - Site address
 - Number of animals in occupancy
 - Number of new animals in occupancy
 - Capacity by species and animal type
 - Percentage of capacity filled
 - Name of site manager and point-of-contact information
 - Site status (e.g. open, closed, stand-by)

It is also critical to create a filing system for the documentation that is created at the animal shelter. A folder and binder system works well. All animal records and associated documentation should go into a folder and should be in the same order in each folder. If an animal is onsite, the folder should have a green dot. If the animal has been transported elsewhere, a red dot should be used. If the animal has been moved into a foster home or contingent-adoptive home, a yellow dot should be used. Color coding the folders will facilitate tracking the folders and animals.

Binders may be used to store and access other information, such as:

- Lost animal information
 - Owned animals
 - Reclaimed animals
 - Stray animals
-

Animal Care

The manager of a temporary shelter should determine who may have access to the animals. Although it may not be possible to have locks on every cage and kennels, creating an identification system for volunteers who may remove animals from holding areas is necessary.

All animals should be housed with their identification documentation and an Animal Care Log, which is used to record feedings, cleaning, and socialization. The Animal Care Coordinator should create protocols for determining which animals can be taken out of their cages or kennels, how much time they may be out, which activities are allowed, and the labeling system on the cage or kennel that is used to indicate that an animal is out. The Animal Care Coordinator should physically count the animals on the premises at least twice a day and document in the log. Counting can quickly identify animals that may be improperly housed or missing. Although a temporary shelter is a 24-hour operation, animals need periods of darkness and quiet. Most activities should be performed during the day. Night activities should be limited to veterinary issues only.

Cleaning

During emergencies, the risk of the spread of disease may be increased. A full cleaning should therefore be done no less than once a day for dogs, cats, co-housed rabbits, and some livestock. For reptiles, small mammals, birds and horses, cleaning should also be done once a day. Spot checks should be scheduled several times per day. The guidelines for cleaning shown in the table below should be considered.

Table 1: Cleaning and Watering Needs of Animals in a Shelter

Animal	Full Cage Cleaning		Check and refill water bowls every 2 hours during the day	Other
	Start of AM shift	Start of PM shift		
Dogs	X	Only if dirty	X	
Cats	X	Spot check	X	
Rabbits	X	If small space housing 3 or more rabbits	X	
Small mammals	X	—	X	
Reptiles	X	—	X	
Domestic birds	X	—	X	
Chicken/fowl	X	—	X	
Livestock (farm mammals)	X	If housed in small kennels	X	Check every 4 hrs during the day
Horses/equine	X	—	X	Check every 4 hrs during the day

SANITATION CONSIDERATIONS

Emergency animal shelters can offer challenges to the health and safety of animals and their human caretakers. Because of stress, utility issues, intermingling of species, and other factors, it is more likely that animals will be exposed to infectious agents, vermin and other potential threats than they would in their normal environment. It is critical that you take precautions to minimize these threats within your emergency animal shelter. Diseases can be spread through contact with surfaces (e.g. ringworm); through feces, saliva and other bodily functions (parvo, Feline Infectious Peritonitis (FIP), worms); through the air (Upper Respiratory Infection (URI), Kennel cough), through insect or animal bites (rabies, heartworm, etc.); and other means. Additionally, if precautions are not taken to store food (human and animal) properly, it can spoil or become infested. Emergency shelters generally have limited facilities for refrigeration or freezing and, in hot weather, can become a breeding ground for food-borne bacteria.

Human diseases such as hepatitis can also be spread through poor hygiene and improper procedures within the animal shelter. Building in protection from these threats should be an important part of your shelter planning and implementation.

- Cleaning and disinfecting protocols should be established and effectively communicated regularly to staff and volunteers. These protocols should be posted prominently in the shelter for incoming shifts, and covered during shift briefings
- Appropriate cleaning materials should be used
- Staff should be trained to wash their hands after touching each animal or its enclosure.

- If available, staff should wear “exam”-type gloves to clean cages or handle animals, throwing them away after each use.
- Sick animals must be quarantined away from healthy animals. Isolation is used for injured animals; mothers with babies; those recuperating from medical procedures; and other special-needs but healthy animals.
- Removal of animal waste products should be done regularly. These are considered hazardous waste – appropriate precautions must be taken to ensure they are disposed of properly.
- Food stores should be sealed and secured to minimize contamination by insects, vermin or weather. Any contaminated items should be disposed of immediately.

Feeding

The Planning and Logistic Section Chiefs will work together to obtain food for the animals if the incident lasts more than 72 hours. Although donated food will arrive daily, keeping the diet consistent is important for reducing stress and cleaning requirements (diet changes can cause loose stools). The following guidelines for feeding should be considered or expanded.

Animal Feed Calculation Protocols Standard Operating Procedures for a California emergency

Cats

Assume 4kg average weight and 90Kcal/kg energy requirement (according to NRC) = 360 Kcal per day. Since cat food averages about 400 Kcal/8oz of dry food, you can use that figure. 5.5 oz cans of wet food average about 200 cal and if you feed 1/4 can per day per cat, that would be 50 Kcal and reduce dry food to 7oz per day.

- *Dry Cat Food Requirement*

of cats x 8 oz = ____ ounces per day / 16 = ____ pounds per day of dry cat food if ONLY feeding dry food.

of cats x 7 oz = ____ ounces per day / 16 = ____ pounds per day of dry cat food and canned cat food.

*Most dry cat food comes in 20 lb bags

- *Wet Cat Food Requirement*

of cats x 0.25 = ____ 5.5 oz cans of cat food per day.

*Most canned cat food comes in 24 can boxes at 5.5 oz per can

Dogs

Assume 20 kg average and 50Kcal per Kg = 1000 Kcal per day Dry dog food averages about 350 Kcal per cup, so that's just under 3 cups (20 oz) or 1.25 lb. Canned dog food averages 13.2 oz per can with 29cal/ oz and if you feed ½ can per day, that would be 200 kcal which would lower your requirement to 2 cups of dry food per day or 0.75 lbs.

- *Dry Dog Food Requirement*

of dogs x 1.25 = ____ pounds of dry dog food daily if feeding ONLY dry food

of dogs x 0.75 = ____ pounds of dog food daily if feeding dry food mixed with canned food.

*Most dry dog food comes in 40 lb bags

- *Wet Dog Food Requirement*

of dogs x 0.5 = ____ 13.2 oz cans of dog food per day

*Most canned dog food comes in 13.2 oz cans in boxes of 12 cans

Horses

NRC guidelines indicate that a horse averaging 1,100 lbs of body weight requires 16.4 MCal per day to maintain body weight at rest. As a general rule, one can assume that alfalfa has 1.2 MCal per pound, oat hay 0.9 MCal per pound, and grass hay 0.9 MCal per pound. General recommendations also indicate that a horse should consume in hay 1 to 1.5% of its body weight per day (11 to 16.5 pounds). That equates to around 6 to 9 pounds of hay per feeding if feeding twice daily.

- Alfalfa Hay (1.2 MCAL/ lb) : 14 pounds required per day to meet DE requirements (7 pounds twice daily is roughly equivalent to 1 flake twice daily.)
- Oat Hay (0.9 MCAL/ lb): 18 pounds required per day to meet DE requirements (9 pounds twice daily is roughly equivalent to approximately 1.5 flakes twice daily.)
- Grass Hay (0.9 MCAL/ lb): 18 pounds required per day to meet DE requirements (9 pounds twice daily is roughly equivalent to approximately 2 flakes twice per day)

Assumptions:

- *Only hay will be fed to horses being sheltered during disasters
- *Shelters will feed a minimum of 2 times per day
- *There are approximately 12 to 14 flakes in a bale (a small 3 string bale weighs approximately 110-135 pounds
- *Approximately 16 small bales (3 string) = 1 ton

Cattle

For lactating/ gestating cattle (assume that hay is being fed)

Body Weight	Dry Matter Intake, (lb) of hay
1100	25.1
1200	26.5
1300	30.7
1400	32.4
1500	34.1
1600	35.8
1700	37.5
1800	39.1
1900	40.8
2000	42.2

Diet Recommendations

Dogs

Dogs should be fed two times a day, approximately 10 to 12 hours apart. Wet food should be avoided if possible to limit diet-related diarrhea. If an animal refuses to eat after the first 24 hours in a facility, a spoonful of wet food may be added for taste. Consult onsite veterinarian for details or changes.

Cats

Cats should be fed twice per day, approximately 10 to 12 hours apart. Wet food should be provided to kittens under four months old but avoided for adults if possible to limit diet-related diarrhea. If an animal refuses to eat after the first 24 hours in a facility, a spoonful of wet food may be added for taste. Consult onsite veterinarian for details or changes.

Rabbits/Small Mammals

Rabbits and other rodents should be fed non-rich diets. The home diet should be continued if known. Rabbit diet should consist of hay (oat or timothy) and green rabbit pellets. Consult onsite veterinarian for details or changes.

Reptiles/Amphibians

Care must be taken to identify not only the correct food source for reptiles but also the correct presentation and time of feeding. Additionally, co-housed snakes and many lizards must be separated at feeding times. Diets vary significantly among species and according to size and age of an animal. If possible, home diets should be continued. Consult onsite veterinarian for details or changes.

Lizards = Prey should be no larger than the length of the lizard's head.

Snakes = Prey should be no wider than the widest part of the snake's body.

Herbivorous Diets

Food should be placed on a plate or dish to avoid consumption of the substrate provided as the flooring of the enclosure. Ingredients should be well mixed to avoid picking, and a commercial calcium supplement should be included. Herbivores should be fed one or two times a day, with younger animals eating more often than adults.

Carnivorous Diets

Prey guidelines are as follows:

Vertebrate prey = safest if fed pre-killed. Move the prey around when dropping it into the enclosure to stimulate the animal to feed. Young lizards may need to eat daily but adult snakes may only need to eat twice per week.

o Fish = should be fed live.

o Worms/larvae = should be fed live. They are best fed in a dish that the reptile may eat from but from which the worms cannot escape.

o Crickets = should be dusted in calcium powder and fed live. Some reptiles need additional nutrients that are provided by giving the cricket's commercial gut-loading food 12 to 24 hours before feeding.

Omnivorous Diets

Terrestrial omnivores should be fed using the guidelines for both herbivores and the appropriate carnivore. Aquatic omnivores should have their greens floated on the water and given live fish.

Domestic Birds

Birds should be fed twice daily but must be monitored for food intake regularly. If a bird is not eating the diet given, alternatives must be tried until a diet is found that the bird will eat. Whenever possible, a bird's diet should remain the same as the diet in home. Food must be provided by the owner, found in the owner's home, or found in the bird's food dish as a guideline for its diet. Additional considerations are as follows:

- o Birds should have limited access to dairy products, cabbage, and bananas
- o Birds should not be given chocolate, avocado, foods with high salt content, or mushrooms
- o Lorikeets and Toucans require a diet of fruits, vegetables, juices, and nectars. They should not be given seeds.
- o Finches, canaries, and other wild and wild-type birds require small amounts of grit in their diets. The grit can be sand, gravel, or crushed oyster shells.

Horses/Equine

Horses should be fed small amounts of food several times per day. They should be fed locally grown grass hay. Meals should consist of no more food than a horse can consume in an hour.

Chickens/Other Fowl

Chickens should be given commercial chicken feed twice per day. The chicken's normal diet should be followed if known.

Livestock/Farm Mammals

- o Goats - The diet should consist of commercial goat feed (non-medicated), a plant fiber source, and a salt block. Unless housed in pens that allow access to plant material, goats require a supplement of leafy hays or legumes. Goats should be fed twice a day rather than allowing the animals to free feed.
- o Sheep - The diet should consist of commercial sheep feed (non-medicated), a plant fiber source, and a salt block. Unless housed in pens that allow access to grasses, sheep require a supplement of grass hay. Sheep should be fed twice a day rather than allowing the animals to free feed.
- o Swine - Pigs should be fed twice a day. An appropriate standard diet consists of a non-medicated commercial pig feed and a small amount of alfalfa hay.

Water

Animal Water Intake Calculation Protocols Standard Operating Procedures for a California emergency

Ideally, animals should be allowed free choice access to water to account for variations in weight, metabolism, reproductive/ lactation status, disease and environmental conditions such as ambient temperature. For purposes of emergency planning, the numbers below provide a minimum requirement for planning purposes.

Small animals (dogs, cats) – 2 liters/day/pet*

Birds and other small pets – 1 liter/day/pet

*Large breed dogs (>50 pounds) will require 4 liters/day
Lactating animals will require 4 liters/ day

Horses

Estimated daily water intake (gallons per day) for horses of various body weights (lbs)	Resting / Normal ambient temp (41 to 77 degrees F) (Assuming 5.7 gal per 1000 lb per day)¹	Heavy Workload (can double to triple the requirement)²	Gestation / Lactation (Add a minimum of 30% to resting requirement)²	Lactation (Add a minimum of 75% to resting requirement)³	High heat and/or humidity (can double to triple the requirement)²
300 to 500 lbs (minis, ponies, foals/ yearlings)	1.5 gallons per day	3 to 4.5 gallons per day	2 gallons per day	2.75 gallons per day	3 to 4.5 gallons per day
500 to 1,000 lbs (large ponies and small breed horses)	3 gallons per day	6 to 9 gallons per day	4 gallons per day	7 gallons per day	6 to 9 gallons per day
1,000 to 1,500 lbs (average size horse)	6 gallons per day	12 to 18 gallons per day	8 gallons per day	14 gallons per day	12 to 18 gallons per day
1,500 to 2,000 lbs (European/ warmblood breeds)	9 gallons per day	Add 18 to 27 gallons per day	12 gallons per day	21 gallons per day	Add 18 to 27 gallons per day
2,000 to 2,500 lbs (draft breed horses)	12 gallons per day	24 to 36 gallons per day	16 gallons per day	28 gallons per day	24 to 36 gallons per day

¹ Federation of Animal Science Societies Guide for the Care and Use of Agricultural Animals in Research and Teaching (FASS Ag Guide) Third Edition, 2010.

² Cooperative Extension, University of Delaware. <http://ag.udel.edu/extension/agnr/pdf/eq-13.pdf>

³ National Research Council: Horse recommendations, 2007

Cattle

ESTIMATED DAILY WATER INTAKE FOR CATTLE* (gallons/day per animal)

Body Weight (lbs)	Ambient Temperature				Examples
	40°F	60°F	75°F	90°F	
400	4.0	5.0	6.3	9.5	Beef calves
800	6.3	7.9	9.9	15.0	Stocker calves
1,000	8.7	10.8	13.6	20.6	Feedlot steers
1,100	6.0	7.4	9.0	16.0	Pregnant beef cows
900	11.4	14.5	17.4	19.0	Nursing beef cows
1,300 (45 lbs milk/day)	21	22	28	35+	Lactating dairy cows
1,300 (90 lbs milk/day)	29	30	40	48+	Lactating dairy cows

* Source: NRC, 1996; ARC, 1980.

Resources

Recourses are critical for effective care and shelter operations. The CARES Resource List covers common resources (both equipment and personnel) needed for shelter set-up and operations. It can be accessed at www.cal-cares.com

Shelter Closure

California government is tasked to work efficiently, and to use resources only as needed for disaster response and recovery. This includes personnel. Without appropriate reductions of staffing and operations, unnecessary operating costs may occur. In contrast, facilities and staff may be demobilized prematurely, thus threatening the health and safety of the animals in disaster.

Closure Criteria

The guidance can be used for staff reduction criteria. When ALL are met, it may be appropriate to close a public shelter operation.

The Shelter Incident Commander will work with OA EOC staff to define the right combination of staff to support continuing local needs. As recovery progresses, the following order of staff reduction is anticipated (note that there must always be an IC in order to comply with the ICS/SEMS model):

- **Planning and Intelligence**--As additional threats no longer appear and conditions for recovery are well documented and stable, there is little need for further strategic planning for animal needs.

- **Liaisons and representatives from other organizations**--When their skills are no longer needed for support of the sheltered animals.
- **Operations**--As field operations ramp down and new actions to support animals are no longer anticipated.
- **Logistics**--As resources used for supporting animal needs are no longer needed, or are no longer tracked because they have been consumed or returned to their original organization.
- **Safety Officer and PIO**--At this point the shelter operations will be closed and restocked, ready for the next disaster that may occur.
- **Finance and Administration**--Should now be closed and staff directed to return all files and records to the Operational Area Recovery staff.
- **The Shelter Incident Commander**-- Deactivates the complete ICS shelter structure using the deactivation steps below.

Deactivation Steps

There are specific steps the Shelter IC should complete in order to deactivate the shelter:

- Ensure all personnel have signed out from the last shift.
- Ensure that all personnel needed on short notice have left a contact number where they can be reached in the next 24 hours, should the event ramp up unexpectedly.
- Ensure that the OA EOC is aware of the closure.
- Ensure that the County Animal Coordinator is aware of the closure.
- Ensure that all CARES participants still active in the Operational Area are informed of the closure.
- Establish a clean-up crew to reestablish the shelter to a state of readiness, including resupply and repairs as needed.
- Close all logs and schedule a critique/debriefing for all disaster participants within 24 to 48 hours.
- Ensure that a critique summary is provided to the OA Recovery staff as part of the After Action.

Procedures for Unclaimed Animals

Every shelter should create procedures for unclaimed animals. An animal may be adopted, transferred, or euthanized, but the procedures must be consistent with state and local laws. The procedures must be communicated to local rescue groups and the public.

Debriefing and After Action Report

After all animals have been returned to owners, transferred to a shelter, or transported, and all emergency areas have been closed, it is important for key staff, volunteers, and personnel from other EOC departments to meet for a debriefing on the incident response. The following may be discussed:

- What was achieved?
 - What went well?
 - What went wrong?
 - Were any innovations implemented?
 - What changes need to be made to the plans?
 - Were supplies sufficient?
 - What job descriptions need to be altered?
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