

Bringing Partners to Animal Preparedness and Response

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INSTITUTE FOR
INFECTIOUS ANIMAL DISEASES

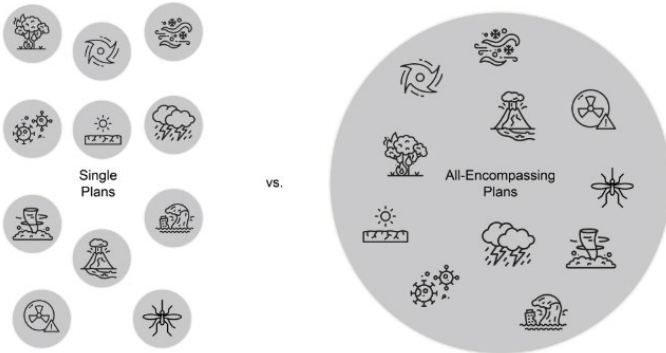


Session's focus

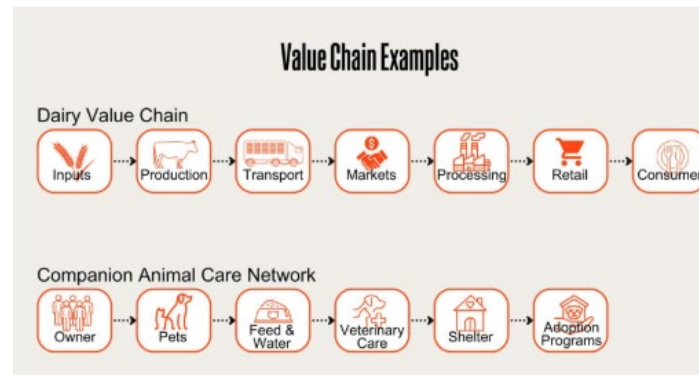
**Recruiting and empowering stakeholders to become partners
(Hayley: move from inclusion to integration....)**

Tools

All-Hazards



Systems



Partners Wheel



WOAH eLearning Platform

for the reinforcement of Veterinary Services worldwide



eModules Catalogue



CP1 - WOA and its partners
introduction



CP2 - Quality and
management of Veterinary
Services/Aq AHS



CP5 - Animal health
management



CP6 - Emergency
management



Planning Preparedness for Emergencies

In this module, you, as an expert-level Veterinary Services Emergency Manager, will be provided an overview of the approaches, and tools, that would help you assess, and assist a jurisdiction to develop a framework, and an emergency plan. Your plan will incorporate the main actors and stakeholders into a coordinated, functional response force.

Duration: 6 hours

Enrollment method: self-enrolment

Level: Expert

<https://training.woah.org/course/index.php?categoryid=21>

June 2025

VOICES FROM THE FRONT LINES

WHAT SEASONED INDUSTRY LEADERS URGE
FEDERAL POLICY-MAKERS TO CONSIDER AS THEY
RETHINK DISASTER SURVIVOR SUPPORT



ABSTRACT: This report distills over a decade of insights from longstanding private sector disaster response professionals who have coordinated all types of disasters across multiple sectors, offering actionable recommendations to strengthen federal support for states, communities, and survivors during major disasters.



Prepared By :
All Hazards Consortium

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The overall context for this feedback is provided below:

- The current administration is considering reductions in federal government roles (e.g. FEMA), particularly in areas that serve disaster survivors, and moving more responsibilities to state/local governments to support disaster survivors.
- Focusing on survivors' needs is paramount. This includes government services (security/safety, access to food, water, shelters, repaired roads, reopened schools, small business loans, etc..) and private sector infrastructure restoration of power, communications, water/wastewater, fuel, retail stores, supply chains, access to cash, grocery stores, etc...).
- The federal government has a regulatory and statutory role in disasters that enables fast, coordinated disaster response by providing funding, waivers, and regulatory relief. State readiness levels vary, and many states rely heavily on FEMA and federal agency support during any size disaster.
- The private sector mobilizes quickly on their own but are often hindered by federal and state regulatory barriers that restrict driving hours, load sizes/weights, fuel transport, etc.... Waivers are needed from multiple government agencies to accelerate industry response efforts before, during, and after a large scale disaster.



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June 11, 2025

Dear Colleagues,

On behalf of the All Hazards Consortium (AHC) and our 45,000+ nationwide network of public and private sector stakeholders, we are pleased to submit this report:

Voices from the Frontlines: What Industry Leaders Urge Federal Policy-Makers to Consider.

This report consolidates field-tested recommendations from 30+ senior leaders across key sectors—transportation, communications, water, retail, fuel, food, healthcare, chemical, commerce, and logistics—who have decades of experience working together supporting disaster response and recovery alongside state, local, and federal agencies. These insights are grounded in real-world operational experience across small, medium, and large-scale disasters and are intended to inform the development of future federal disaster policy.

As the federal government considers evolving the roles and responsibilities of agencies like FEMA—and potentially shifting more disaster responsibilities to states and local governments—it is critical to ensure that coordination with the private sector is not weakened. Effective disaster response relies on seamless collaboration between government and industry. The feedback included here identifies common challenges such as regulatory delays, fragmented federal coordination, and limited state/local capacity—all of which slow response and negatively affect survivors.

This report also responds directly to recent federal discussions and Executive Orders on enhancing efficiency through state and local preparedness. The private sector supports the intent but strongly advises that any federal-to-state transitions be implemented gradually and with clear communication to avoid disrupting the vital flow of goods, services, and support to affected communities.

Key recommendations include:

- Creating a centralized Federal Waiver Help Desk to expedite regulatory relief across agencies
- Sustaining FEMA's role as a coordination hub for federal agency support
- Bolstering state capacity through phased funding and training
- Institutionalizing private sector integration into federal and state disaster planning
- Improving situational awareness tools and multi-state coordination

The AHC stakeholders stand ready to support federal policy-maker efforts in further exploring or implementing any of these recommendations.

We deeply value the opportunity to contribute constructively to policy that directly impacts the lives of disaster survivors and the resilience of our communities.

Thank you for your continued leadership and commitment to improving our nation's disaster readiness.

Respectfully,

The Board of Directors
All Hazards Consortium

Executive Director
Tom Moran

Director, Program
Management Office
John Molnar

www.ahcusa.org



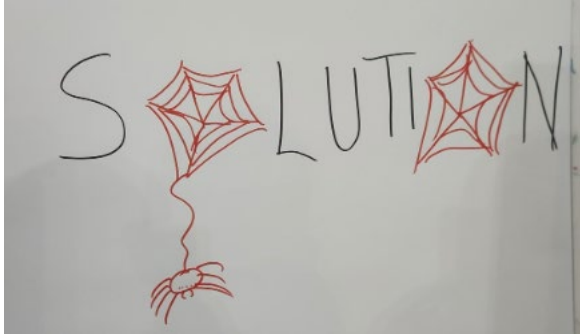
Response

Support



Two approaches

First, is that we attempt to bring our challenges into “their world”



Second approach: Invite (trap) them to our meetings, share our challenges and let them “suggest their way into helping us”





Animals have many roles: Feed the nation and Fill our hearts

We Earn Partners when

- They understand the value of what we are doing
- They can expect to be asked/their input is used
- “They become Us” and “We become them”





Invite them into the world of animal response

Good Partners



Want to be
there
alongside you

They bring
something to
the effort

They know
what they are
doing

They will
follow your
lead

You will follow
their lead

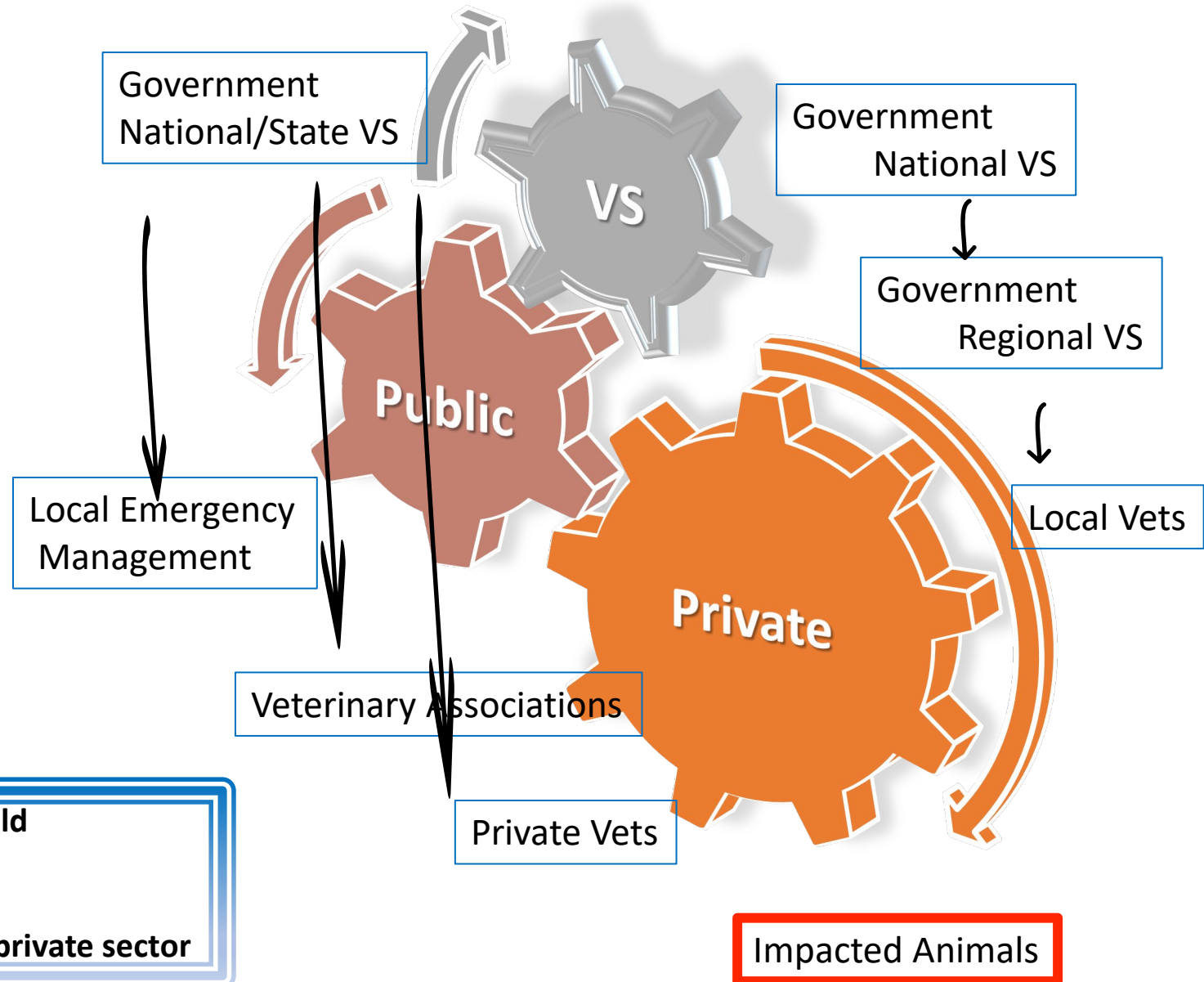
They are
needed

Partnerships

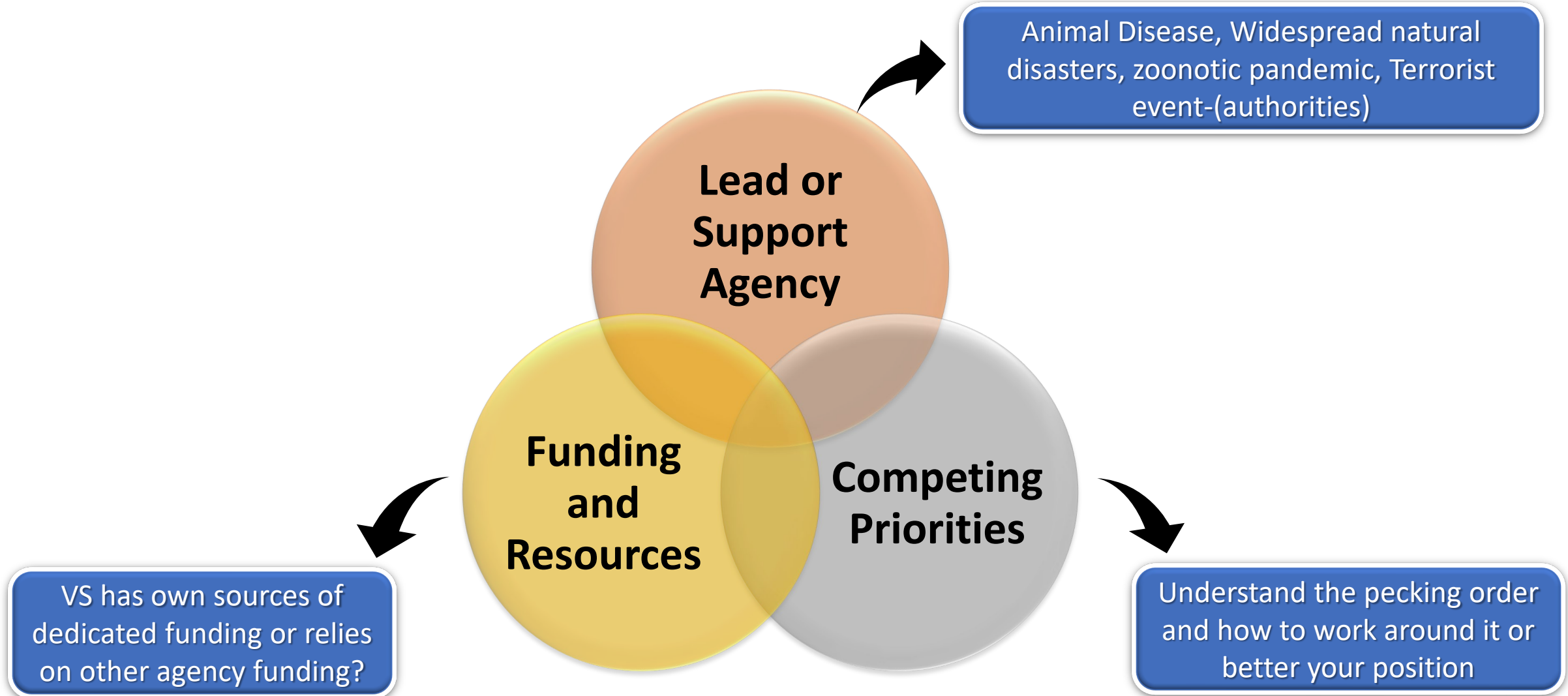
Many of the resources and capabilities to do the things government would like to do are held by the private sector, so we should pursue multiple approaches to recruit them.

Two observations: countries with best response,,, build partnerships through multiple approaches:

- 1) funding
- 2) leverage the relationships that exist in the private sector



Considerations for VS to have success in coordinating partners and their resources



Recognized in
national plans

Policy to
action

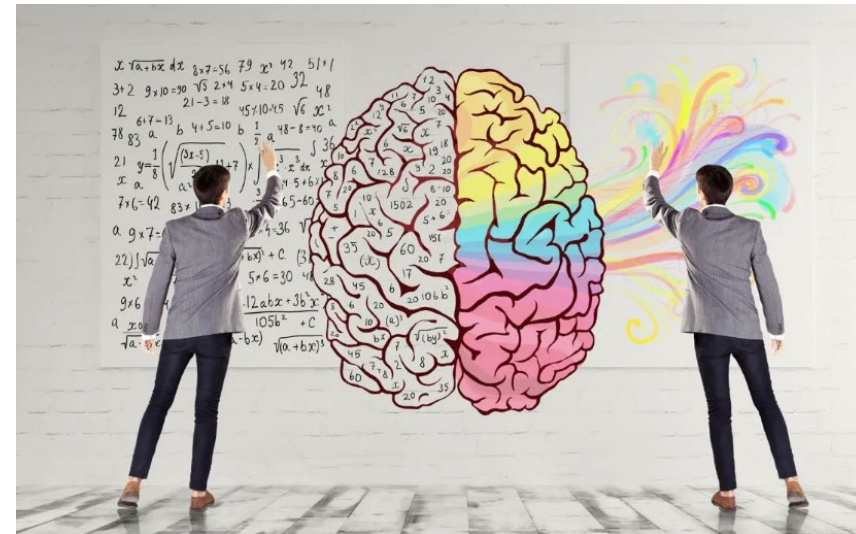
Resources
(capacity)



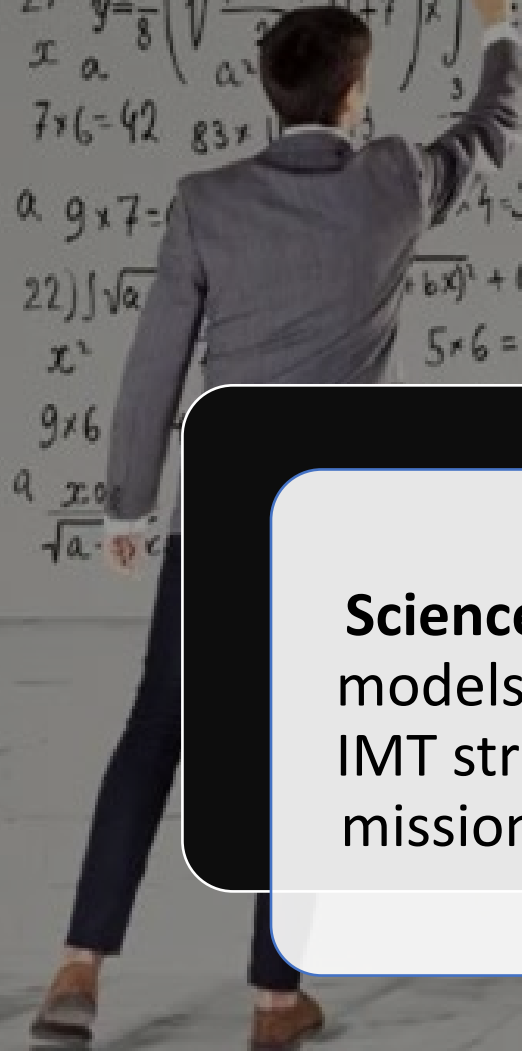
Science- just the facts



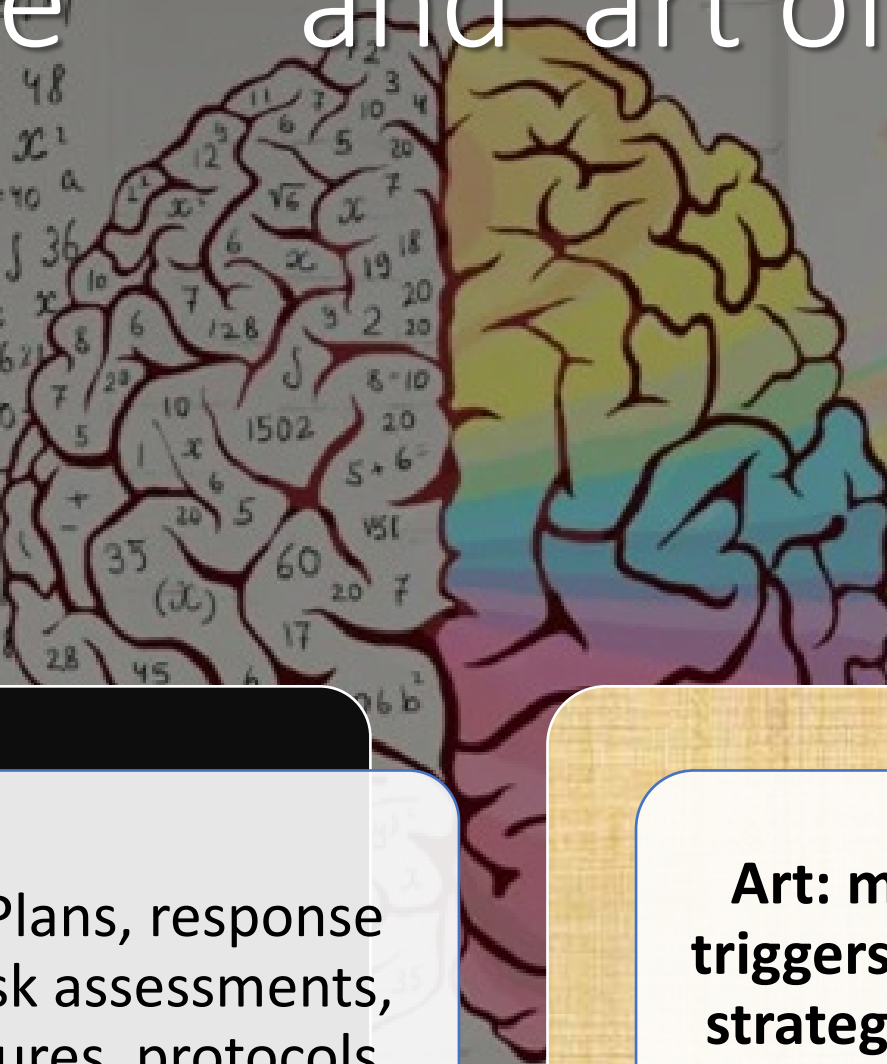
Art- creative/
out of the box



The science and art of what we do



Science: Plans, response models, risk assessments, IMT structures, protocols, mission ready packages,,,



Art: mitigation, identifying triggers to transition response strategies, foresight (forward planning), recovery, collaboration, coordination, communication

Most public sector agencies will be involved in restoring Fundamental Services



These have a human health and safety focus BUT, remember.....as these services are restored, animal welfare, during a disaster, will improve.

Safety and Security - Law Enforcement/Security, Fire Service, Search and Rescue, Government Service, Community Safety

Food, Hydration, Shelter - Food, Hydration, Shelter, Agriculture

Health and Medical - Medical Care, Public Health, Patient Movement, Medical Supply Chain, Fatality Management

Energy - Power Grid, Fuel

Communications - Infrastructure, Responder Communications, Alerts Warnings and Messages, Finance, 911 and Dispatch

Transportation - Highway/Roadway/Motor Vehicle, Mass Transit, Railway, Aviation, Maritime

Hazardous Materials - Facilities, Hazardous materials, Pollutants, Contaminants

Water Systems - Potable Water Infrastructure, Wastewater Management

To recruit **Public sector agencies** as partners

- First, understand how our fellow govt agencies are handling **human health and safety** impacts
 - Next, identify which impacts involve One Health
 - Then, propose how including animal response would benefit Human Health and safety
 - Now, go participate in their preparedness activities
- **Invite them to your activities and meetings**
 - **As Speakers to your agency personnel**
 - **Include them as SMEs to exercises > working groups**
- Where possible, bring funding value to benefit their efforts



BE VERY STRATEGIC in every opportunity
to engage potential partners

Support Human response by educating citizens on need to be self sufficient-- Lag time (5-7+ days)

Security issues- access to impacted area (unlawful activities)



Safety issues- downed powerlines, unstable structures, flood waters



Prioritization of resources- impacts assessments

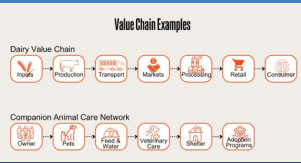





Prioritization of restoring fundamental services

- Restoration of the communication technology/methods you are using
- Where are animal facilities/owners in power grid restoration prioritization
- Road repair access in rural areas



To recruit the **Private Sector Agencies** as Partners

Understand	<p>First, understand how they would be impacted by disasters</p> <ul style="list-style-type: none">• Primary, secondary and tertiary impacts (cascades)	
Assist	<p>Assist more than harm- (regulatory disease verses natural disaster response)</p>	
Empower	<p>Empower their self-reliance and ability to recover</p>	
Reward and incentivize	<p>Reward and incentivize preparedness and response ability (> biosecurity = indemnity)</p>	
Recognize	<p>Recognize their efforts (media > reinforces effective actions)</p>	

AI Hazards Approach

Event:

Wildfire

Floods

Volcanoes

Earthquake

Winter storm

Chemical spill

All-Hazard Cap

Evacuation and

Emergency

Shelters

One Health Challenge:

Owners will

evacuate

pets.

Goal

Emergency Management, Public Health, and Veterinary Services work with **service providers** to create evacuation and sheltering plans/capabilities that would be adapted for the different types of events that would require sheltering of animals

Different events

Same impacts/challenges

Same response personnel

Partners perspective: Why use an All-Hazards approach?

Which invite sounds best:

1) We need your help in responding to cyclones , earthquakes, volcanos, toxic spills, disease outbreaks, droughts, floods,

2) We need your help in **sheltering response**.... which is critical because it could be used in responding to cyclones , earthquakes, volcanos, toxic spills, disease outbreaks, floods, and studies show that a high percentage of people will not leave their pets behind,,, putting themselves at higher risk. So, together, we could save a lot of people and their pets by partnering.



Single Plans

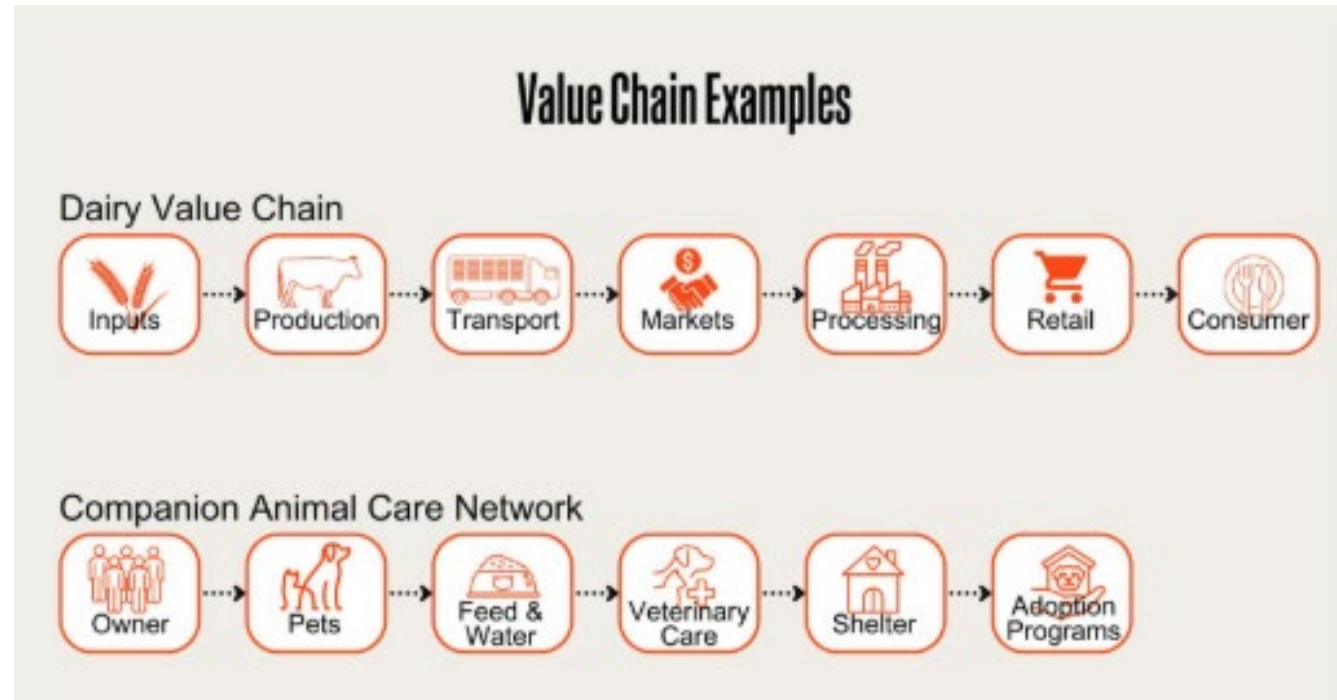
vs.



All-Encompassing Plans

To recruit the Private Sector, you must Understand the Private Sector as a system

- Associations
- Industry (poultry, livestock, aquatic)
- Owners
- Veterinarians
- Pet shops
- Zoos and Aquariums
- Game Ranches
- Conservatories
- Feed Stores
- Animal Shelters
- Equipment providers





Use systems approach
to understand impacts
on animals, owners
and stakeholders>

Covid Pandemic Value
chain cascades

- 1) **Public health restrictions impacting employee attendance and facility operations.**
- 2) **Milk demand changes from restaurant and school to grocery store retail packaging. This results in a shortage of packaging.**
- 3) **Producers are forced to dump milk, and Consumers are forced to limit milk purchases at retail.**

Dairy Value Chain



⚠ Disaster



- Search and rescue
- Sheltering
- Farm repair
- Veterinary care
- Carcass management

Impacts

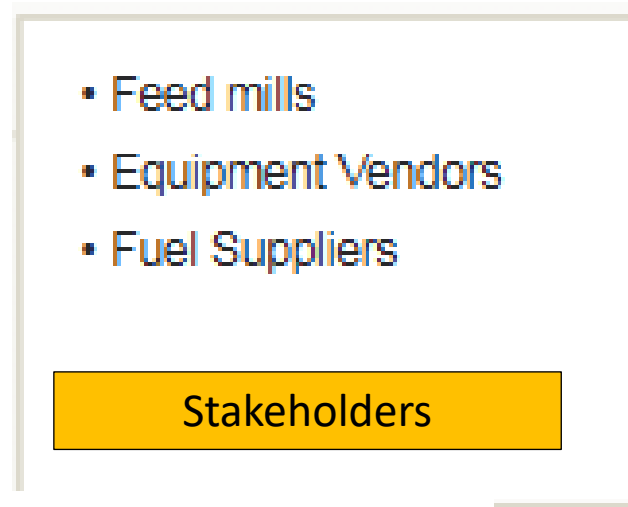
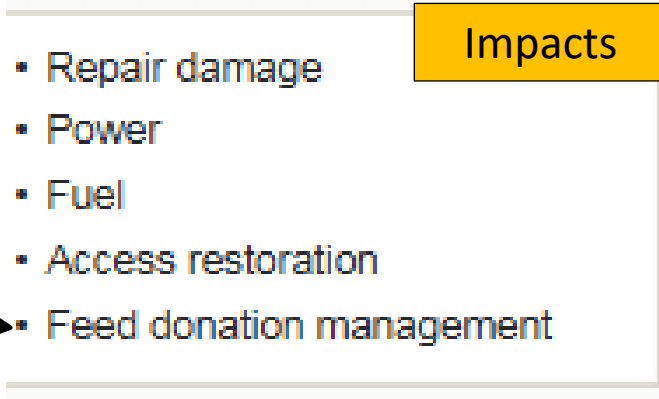
- Producers
- Associations
- Veterinarians
- Universities
- Laboratories
- Law Enforcement
- Emergency Management
- Public Health

Stakeholders

"Lag"
5-7 days



Dairy Value Chain



The overall context for this feedback is provided below:

- The current administration is considering reductions in federal government roles (e.g. FEMA), particularly in areas that serve disaster survivors, and moving more responsibilities to state/local governments to support disaster survivors.
- Focusing on survivors' needs is paramount. This includes government services (security/safety, access to food, water, shelters, repaired roads, reopened schools, small business loans, etc..) and private sector infrastructure restoration of power, communications, water/wastewater, fuel, retail stores, supply chains, access to cash, grocery stores, etc...).
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- The private sector mobilizes quickly on their own but are often hindered by federal and state regulatory barriers that restrict driving hours, load sizes/weights, fuel transport, etc.... Waivers are needed from multiple government agencies to accelerate industry response efforts before, during, and after a large scale disaster.

Dairy Value Chain



- Power restoration
- Access restoration
- Water supply
- Fuel prioritization

Impacts

⚠ Disaster

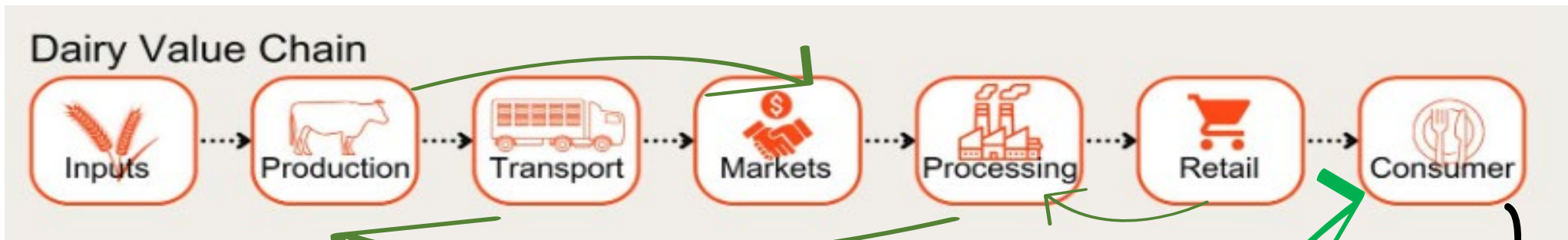
- Processing plants
- meat inspection

Stakeholders

“Lag”
5-7 days



Pre-event, we can help farmers by working with Emergency Management to prioritize power, water, and access restoration to prevent animal welfare issues



"Lag"
5-7 days



Recovery Cascade:
Successful restoration
of fundamental
services to help
consumers get to
normal

Disaster

Impacts

Damaged homes
Health and safety
Access to funds
Power (refrigeration)
Water (cooking)
Transportation

Homes repaired
Power restored
Transportation and access
Children in School
Back to work

Recovery

Response



Disease outbreak

- Biosecurity
- Vaccination
- Depopulation, Disposal, Decontamination
- Testing
- Security
- Zoonotics
- Agro-terrorism Crime Investigation

Impacts, challenges, solutions

Use systems approach to understand planning needed

Each value chain node should be represented in disease response planning process through Working groups containing appropriate Stakeholders

- Producers
- Associations
- Veterinarians
- Universities
- Laboratories
- Law Enforcement
- Emergency Management
- Public Health

Stakeholders

Node specific working groups develop Operational protocols

Business Continuity- Govt helping owners take care of their animals/maintain business despite impacts = less need of response

"Lag"
5-7 days



Prevention and Mitigation: Government providing information to value chain and care network stakeholders
Natural Disasters:

- 1- Forecasts, specific to animal impacts, that help value chain and care networks prepare before the event
 - 2- Magnitude estimations (wind, flood, quake, snow, ice)
- Roadway weight and size limitations waivers, extended hours for work = Move feedstuffs and animals out of harms way

Transboundary Diseases: Government providing information to value chain stakeholders

- 1- Disease outbreak modeling to better understand outbreak impacts (national, regional, local, company ?)
 - 2- Biosecurity and surveillance training
 - 3- Transport routing plans to limit potential exposure
 - 4- Certified supply chains (standardized biosecurity, surveillance, permitting)
- Allow negative premises to more effectively navigate regulatory restrictions while still preventing disease spread

Maximize all potential sources



Potential Sources of Response

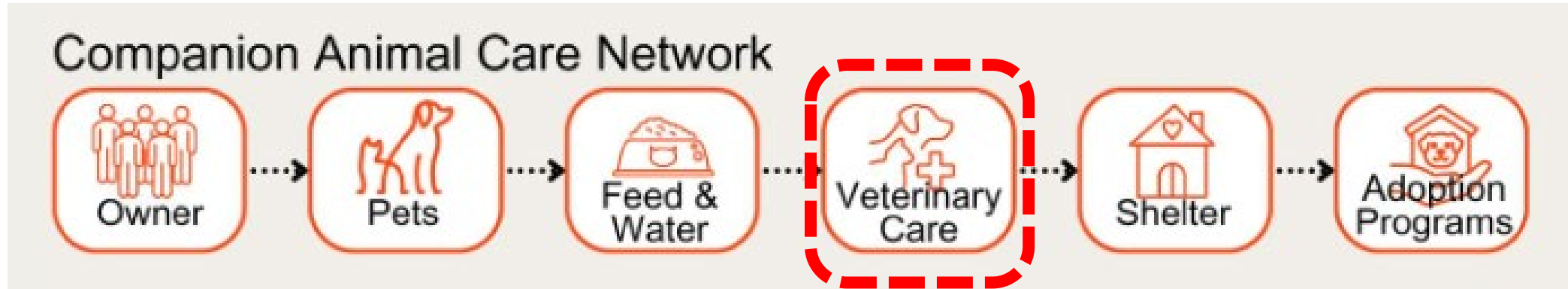
- **Self** (victim transition to responder)
- Neighborhood/Community
- Strike team/Task Force



Potential Sources of Support

- Fundamental services
- **Business continuity-Industry**
- Funding, donations, NGO's

Veterinary Clinic- utilizing all potential resources to recover and respond



Response

- Self- Facility plan > generator, shelter in place supplies for 5-7 days for clinic and community
- Neighbor- volunteers (clients) help with shelter- Relief Veterinarian (Buddy system) performs surgeries
- Task Force-deploys to manage shelter/transport

Support

- Fundamental services- Power and access restoration
- Business continuity- Pharmaceutical Company- Refrigeration/vaccines and meds lost in disaster
- Funding, donations (food and water from retail)- Veterinary Association- (cages, supplies), Social media Go Fund Me page

Partners Wheel

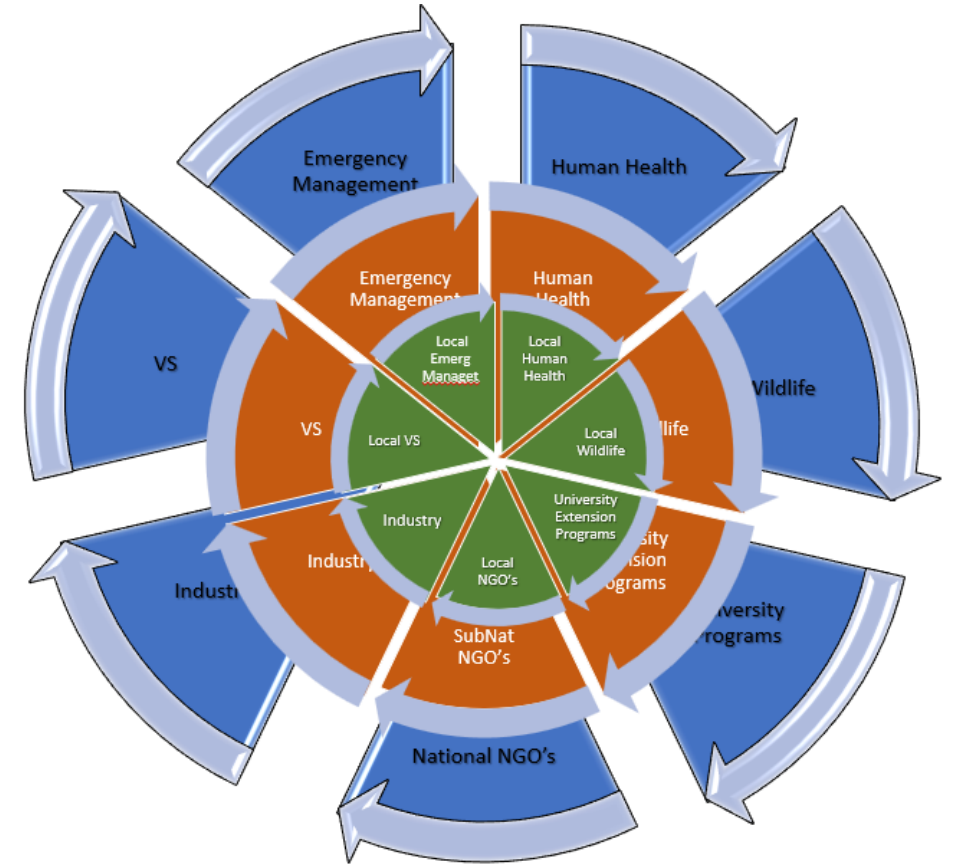
The Partners Wheel is simply a tool that helps to visualize how relationships can be used to build a foundation for successful preparedness and response efforts.



Partners wheel

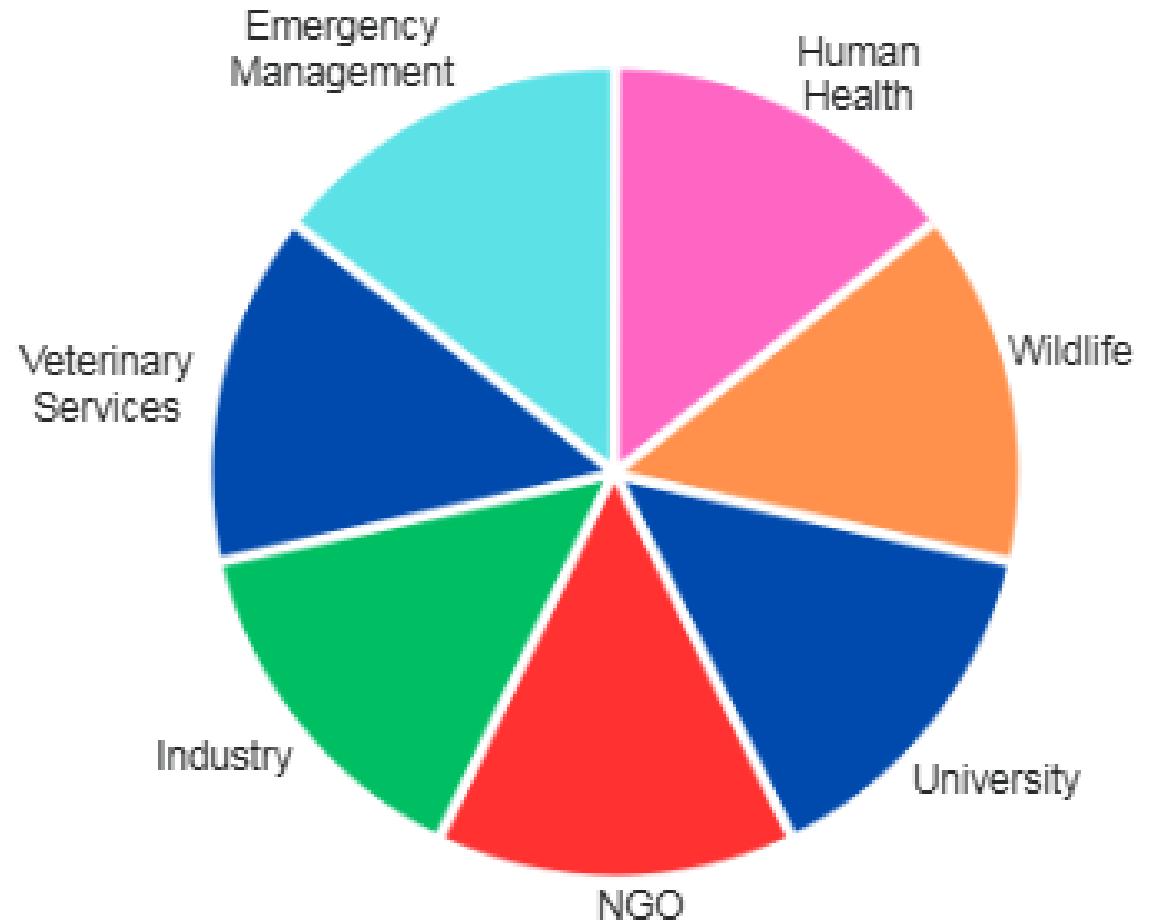
Collaboration, Coordination, Communication between partners

- Shows partners on different levels (local, regional, national, international)
- Shows connections – inter-agency (horizontal) and intra-agency (vertical)
- Can illustrate who might partner on specific capabilities or support activities



Partners Wheel

The Partners wheel is constructed by letting each wedge of the partners wheel depict the potential preparedness partners that VS would work with to protect and respond to threats to animals. (Adapt to be Country specific)





Partners Wheel Levels

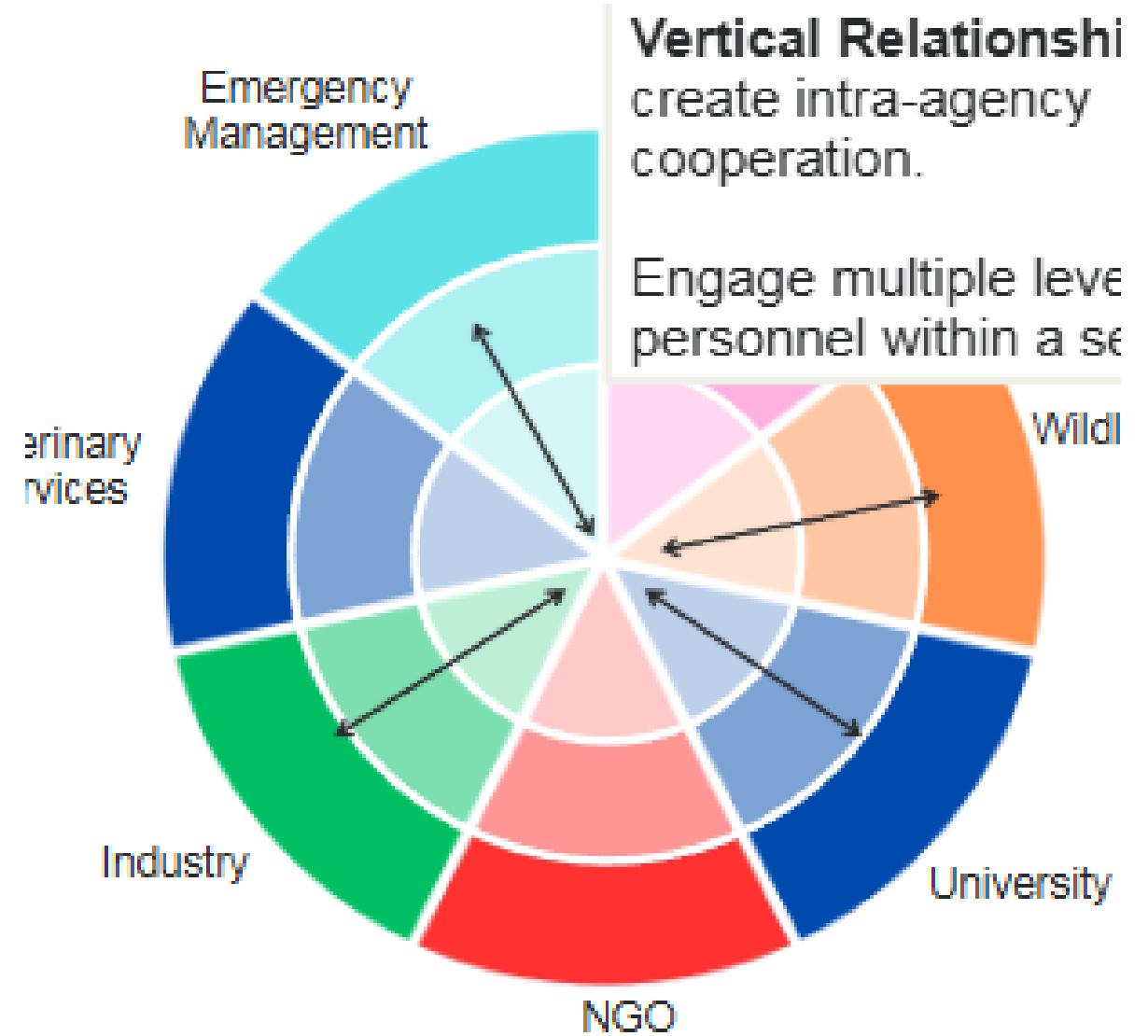
International
partners added
to Partners
wheel

WOAH, FAO



Partners wheel

Intra-agency or
“Vertical”
relationships



Response Partners Wheel

- Standardized terminology
- Business continuity
- Collaborative Problem-solving
- Resource sharing
- Use of Existing communication channels
- Familiarity with business models
- Existing business and personal relationships



Intra-agency Cooperation

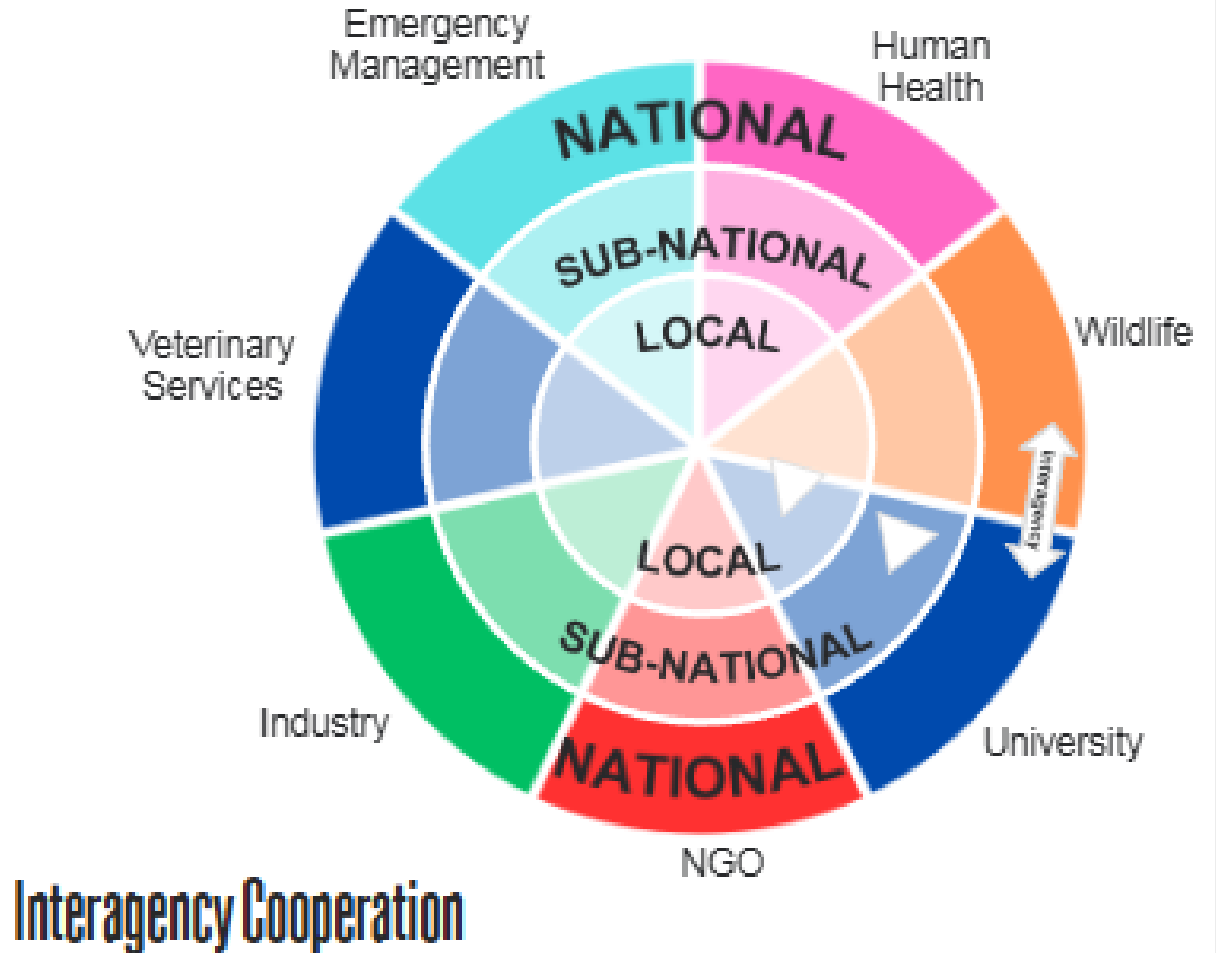
Response Partner wheel

Inter-agency or
“Horizontal”
relationships



Partners Wheel

- Multidisciplinary expertise and experience
- Whole of government, whole of private sector approach for each phase of disaster management cycle
- Resources and support
- Advocacy for animal welfare preparedness efforts as a part of One Health approach



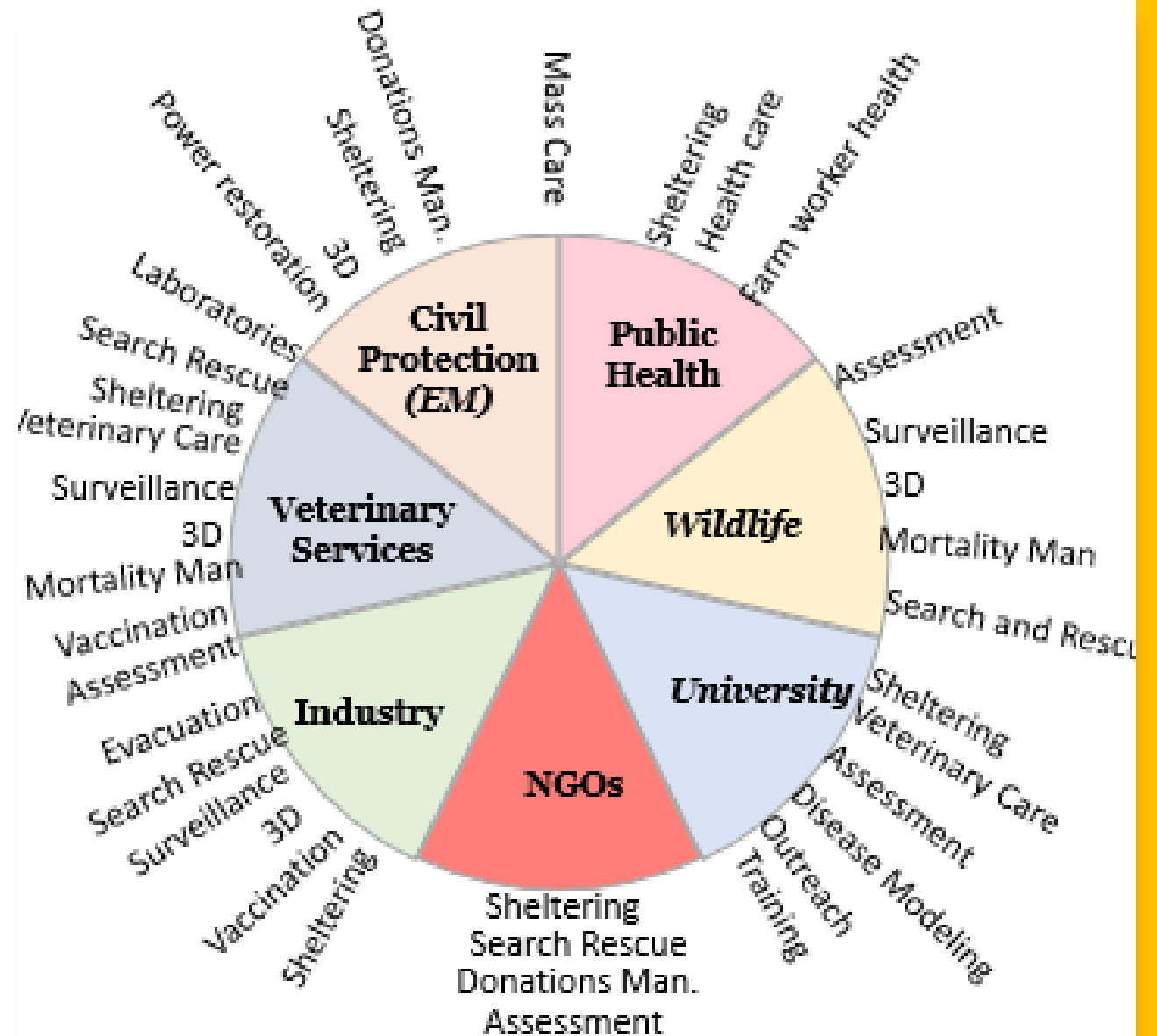


Partners wheel

Partners wheel where response roles have been assigned to the different partners.

Note:

Look closely to see which partners would work together for a specific response capability (task)



Partners wheel

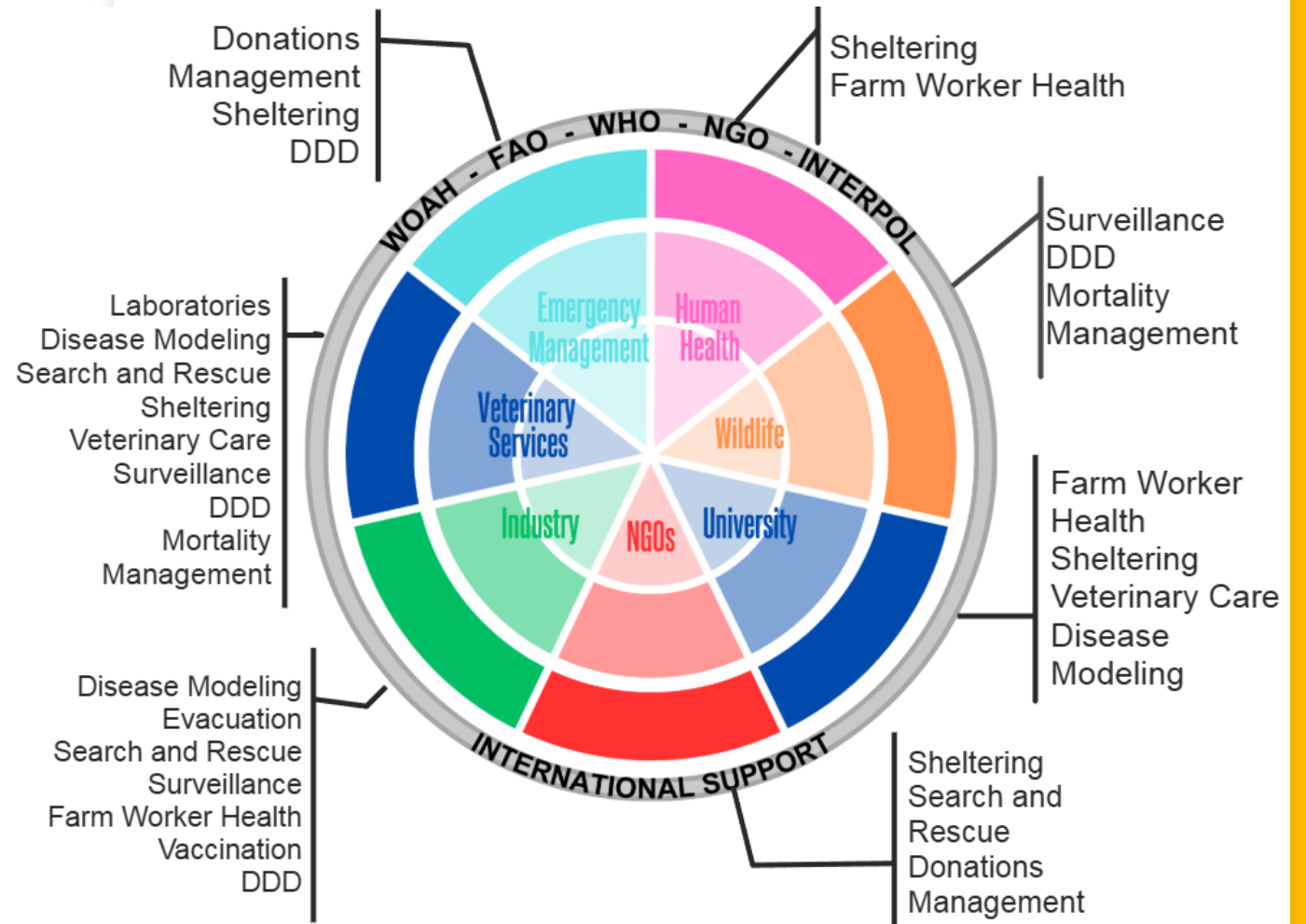
Highlight the partnerships
Veterinary Services needs to
prepare for and respond to
animals in disasters to
educate and advocate for
integration of animal
response into whole of
government response.



Veterinary Services coordinating a whole of Government and Stakeholders Preparedness and Response

Applied to each phase of Disaster
Management Cycle

- Prevention and Mitigation
- Preparedness
- Response
- Recovery





Florida SART

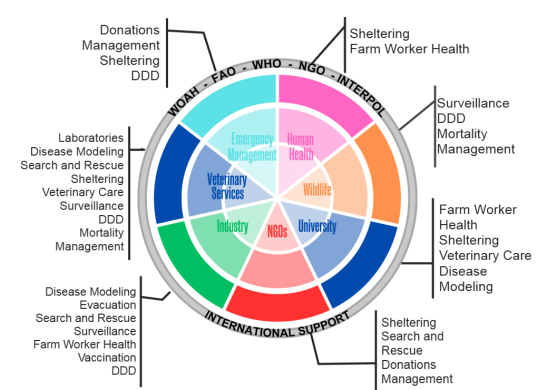
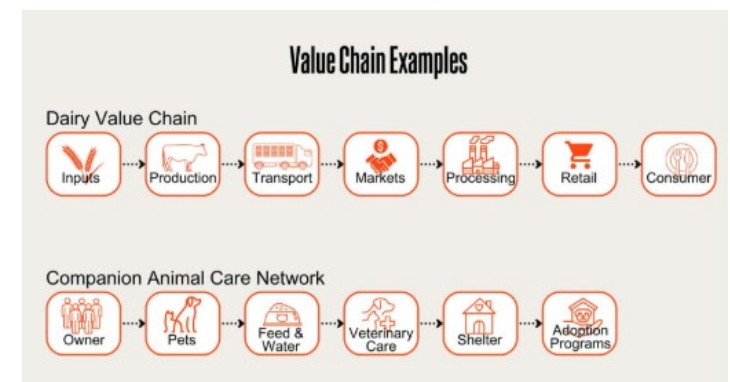
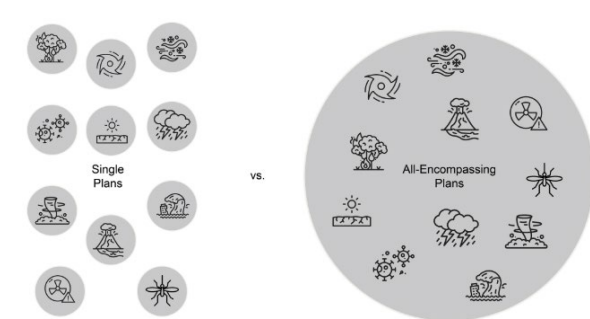
<https://flsart.org/aboutus/partners.jsp>



Partners
Collaboration Coordination
Communication Activity



Introduction: Practice using tools discussed





Activity Instructions

- Eight steps
 1. Practice identifying impacts from scenario
 2. Practice applying impacts to systems (Value chains and care networks)
 3. Practice discussing solutions to impacts from a Systems approach

Exercise Activity:

Step 1 (Preparation)

Choose a scenario

and

Identify Impacts

Choose a scenario that will involve as many of the stakeholders (potential partners) as possible. Consider using one of the scenarios that John shared in the last Exercise session....

- For your scenario, make a list from the information provided in John's session (or your own experience/knowledge) of the potential impacts that you think are important for your Country... for the event you chose.

This is how
your
worksheet
might look like
for Step 1

Impact	
1) Power outages > Food, water, facility	
2) Displaced and or injured people and animals	
3) Damaged feed production and storage on farm	
4) Mortality	
5)	

Step 2

(Preparation)

Understand
who/what
would be
impacted from
a value chain
and care
network
perspective

Value Chain Examples

Dairy Value Chain



Companion Animal Care Network



Step 2

What your worksheet will start to look like:

Impact	Who would be impacted? (value chain/care network node)
1) Power outages > Food, water, facility	<p>All facilities and homes in affected and adjacent impacted areas- weeks</p> <p>Value Chain: Livestock/poultry inputs, production, processing, retail nodes</p> <p>Care network: Owners and also remember to include Veterinary care facilities, shelters etc.</p>
2) Displaced and or injured people and animals	<p>Value Chain: Production node: animals directly Inputs node: food production Other nodes- impacts on people performing roles in those nodes</p> <p>Care Network: Animals, owners, Veterinarians, shelters....</p>
3) Damaged feed production and storage on farm	<p>Value chain: Inputs node Production node</p> <p>Care Network: Inputs node Owner's supply Retail supply</p>
4) Mortality	<p>Value Chain: Production node Possibly processing node (remember to include impacts <u>to</u> service providers such as rendering, landfills, or other mortality management service providers for routine mortality management)</p> <p>Care Network: Animals</p>
5)	<p>Value Chain:</p> <p>Care Network:</p>

Step 3:

Propose solutions for the impacts you have chosen

- You explored solutions with John when you started to outline the response you would need based on the impacts.....

Impacts from Step 1	Potential Solutions
1) Power outages > Food, water, facility	<p>Value chain and Care networks: for all impacted homes, facilities etc.</p> <p>Solutions: Generators as a temporary solution (how long?) Power restoration (as soon as possible)</p>
2) Displaced and or injured people and animals	<p>Value chain: Production node: animals directly- Solutions: Search/rescue > temporary shelters, recovery of farm enclosures</p> <p>Care Networks: Humans and pets- Solutions: search and rescue > shelters, recovery</p> <p>Other nodes- impacts on people performing roles in those nodes > Solution: stabilizing displaced human situation so that people can return to work (schools opened)</p>
3) Damaged feed production and storage on farm	<p>Value Chain: Inputs node – (short term, season or permanent) Production node - secure secondary source of feed (local) or more extended. Solution: feed donations and distribution program)</p> <p>Care network: lack of food- Solution: donations and feeding stations (both owners/pets)</p>
4) Mortality	<p>Value Chain: <u>Production</u> node- dead animals on farms/at large Possibly mortality in transport or processing nodes Solutions: disposal options- composting, burial, landfills, rendering depending on impacts affecting options and service providers)</p> <p>Care Network: Deceased pets- Solutions: “Prioritized debris disposal” or owner arranged disposal</p>

Step 4:

Create a Local Level Partners Wheel that represents the partners in your country AND the activities that local partners would be involved in.

Designate which would be responders and which, supporters of response.



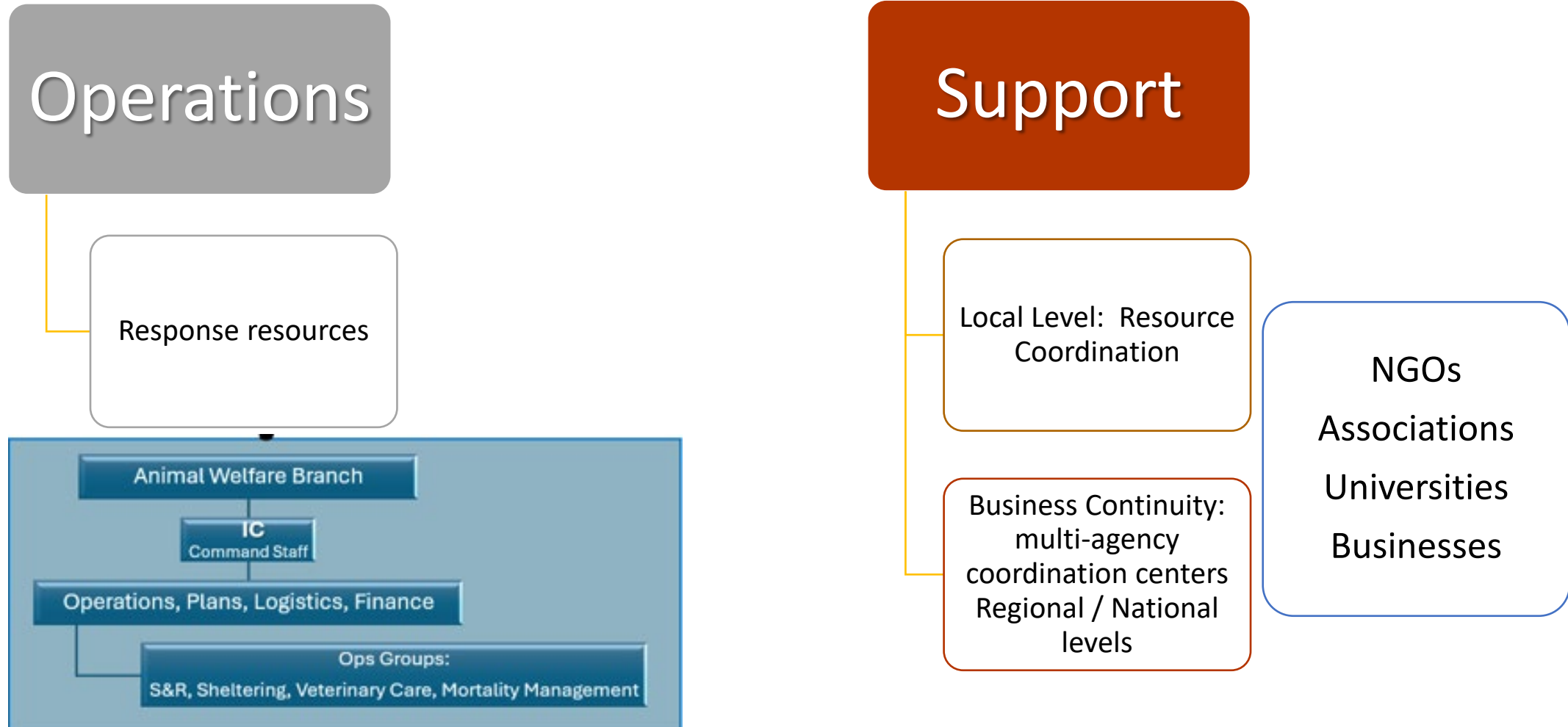
Step 5

Create the
Subnational
(regional or
State) level
Partners wheel

Denote which
are response or
support
oriented



Align value chain / care network stakeholders to their most appropriate roles



Step 6

Now, let's
create the
National level
Partners wheel

again, denote
which are
response or
support
oriented



Now back up

- Think of what you could have done pre-event to have prepared your players to more effectively respond
 - Training
 - Communication channels
 - Including 2ndary and tertiary methods of communication
 - Assessment strategies that would allow more rapid situational awareness
 - Pre-event identified/prepped Distribution points that not only coordinate resource receiving/distribution but also as information hubs

Step 7

List the partners you assigned to each activity

You will likely find that you will want to break down the activities to specific value chains / care networks.

Discuss what you could use this information for.....

Local Level:



Activity (solution)	Partners involved in activity
Sheltering (livestock)	VS, Emergency Management, Industry, Public Health, University, NGOs
Sheltering (companion)	VS, Emergency Management, Public Health, University, NGO's



Step 8

Discuss if you think creating separate partners wheels for Prevention, Mitigation and Recovery activities would be useful....as a part of Preparedness Cycle activities

If so, what would the value be?

