

Care and Shelter Subcommittee

- Jackson Alexander, County of San Diego
Department of Human Resources
- Walter Amadee, National City
- Joe Barry, San Diego Sheriff's Department
- Buck Martin, City of San Marcos
- David Racela, City of San Diego
- Don Rawson, City of Escondido
- David Harrison, City of Carlsbad
- Shabnam Karimi, City of San Diego
- Lori Swenck, City of Carlsbad
- Curt Luthye, American Red Cross
- Marisa Balmer, City of Chula Vista
- Mona Freels, Heartland Fire
- Sarah Barker, American Red Cross
- Brenda Schmitthenner, County of San Diego
Aging and Independence Services (AIS)
- Thai Sukrachan, County of San Diego AIS
- Renee Sherrill, County of San Diego AIS
- Annamarie Tirsbier, County of San Diego
Public Health
- Shana Castellanos, County of San Diego
Public Health
- Stasia Place Richardson, County of San Diego
Office of Emergency Services

Acknowledgements

San Diego County Access and Functional
Needs Work Group



ANNEX G

Care and Shelter Operations



Unified San Diego County Emergency Services Organization And County of San Diego

Operational Area Emergency Operations Plan

September 2014

GENERAL

Introduction

Mass care and shelter is an organized way of providing safe havens for large numbers of people temporarily displaced from their dwellings by natural, technological or man-made emergencies or disasters. This annex is specifically designed to address the need for temporary shelter during large-scale emergencies and/or major disasters. This annex does not apply to day-to-day emergencies. Typically, the American Red Cross (ARC) Chapter is capable of responding to day-to-day emergencies that require sheltering, using their own resources.

Purpose

The purpose of this annex is to:

- Define the collective and individual responsibilities of County and/or City governments and non-governmental agencies responding to or acting in support of mass care and shelter operations.
- Establish lines of authority and communications in support of the activation and operation of this annex.
- Describe care and shelter operations within the San Diego County Operational Area (OA)

Scope

Based upon the county's hazard analysis, there are several emergencies for which shelters may be required including floods, hazardous material accidents, fires, earthquakes, wildfires or acts of terrorism. The County of San Diego is responsible for the coordination of shelter operations.

There are many identified locations that may be used as shelters. These locations will be used depending on area of impact and type of situation.

EXECUTIVE SUMMARY

This annex defines the role of the Health and Human Services Agency (HHSA) and the American Red Cross (ARC) in providing care and shelter. In San Diego County, mass care services may be provided by a combination of any one of the following agencies: ARC, County of San Diego, local governments and/or faith-based organizations. This annex addresses the following areas:

- Identifies options for providing mass care and shelter services to those impacted during a disaster.
- Identifies the roles and responsibilities of each partner agency involved in care and shelter operations.
- Provides guidance regarding possible resources for meeting the needs of people with disabilities and other access and functional needs.

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Sheltering for San Diego County evacuees will be coordinated through the Operational Area Emergency Operations Center (OA EOC).

Assumptions

A high percentage of evacuees will seek shelter with friends, relatives or find their own means of shelter rather than go to a public shelter. Historically only 10% - 20% of the affected population will seek public shelter.

Evacuees will be provided with information in the shelter concerning the current situation of the disaster.

Objectives

The overall objectives of care and shelter operations are to:

- Coordinate and provide food, shelter, medications, medical assistive equipment, crisis counseling and other basic disaster caused needs.
- Coordinate and provide inquiry service to reunite separated families or respond to inquiries from relatives and friends outside of the affected areas.

Whole Community Approach

The whole community concept is a process by which residents, emergency management representatives, organizational and community leaders, and government officials can understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their resources, capacities, and interests. Engaging in whole community emergency management planning builds a more effective path to societal security and resilience. This annex supports the following whole community principles:



- Understand and meet the needs of the entire community, including people with disabilities and those with other access and functional needs.
- Engage and empower all parts of the community to assist in all phases of the disaster cycle.
- Strengthen what works well in communities on a daily basis.

In keeping with the whole community approach, this annex was developed with the guidance of representatives from the OA Cities and representatives from County departments, law enforcement, fire services, emergency management, the access and functional needs communities, and various other stakeholders. The effectiveness of the emergency response is largely predicated on the preparedness and resiliency of the community.

Community Resiliency Consists of Three Key Factors:

1. The ability of first responder agencies (e.g. fire, law and EMS) to divert from their day-to-day operations to the emergency effectively and efficiently.
2. The strength of the emergency management system and organizations within the region, to include EOCs, mass notification systems and communication systems.
3. The civil preparedness of the region's citizens, businesses and community organizations.

Focusing on enhancing all three of these components constantly focuses the OA on improving the region's resiliency.

CONCEPT OF OPERATIONS

Shelter Management/Operations

The County of San Diego Health and Human Services Agency (HHSA) will be the lead agency responsible for coordinating mass care, medical services, and mental health services during a disaster. The ARC will provide mass care services until the ARC determines that it has reached its maximum capability to provide mass care services.

Below is a list of potential ways that shelter operations could be organized:

American Red Cross (ARC) Shelters

The traditional ARC shelter model is one in which the ARC occupies a facility, plans, organizes, directs and controls every aspect of the services provided at the shelter.

County Operated Shelters

The County of San Diego assumes all responsibility for the services provided in the shelter, including liability and fiscal accountability. The primary workers will be the members of the County's Shelter Team Program.

City Operated Shelter

Shelters operated by a City government assume all responsibility for the services provided in the shelter, including liability and fiscal accountability.

American Red Cross Managed Shelters with City/County Support

Also referred to as "Partner Shelters", the majority of the shelter staffing will come from the partner agencies (City/County). The shelter will be under the administrative control of the ARC. The ARC will plan, organize, direct and control the services provided at the shelter. Direct delivery related expenses will be provided by the ARC. However, the ARC and the facility owner will share liability and the partner based



upon their respective responsibilities. All agencies participating in such a shelter must adhere to the ARC Code of Conduct.

City/County Managed Shelters with American Red Cross Support

The managing agency maintains administrative control and assumes responsibility for planning, organizing, directing, and controlling every aspect of the shelter and the relief services provided. The ARC may support the shelter with pre-negotiated levels of financial, logistical, material or technical support. All agencies participating in such a shelter must adhere to the ARC Code of Conduct.

Independent Shelters

These are shelters that spontaneously appear due to community-based organizations or faith-based organizations trying to meet a perceived need. Independent shelters are outside of the established response mechanism. In the event that a group of citizens or a community organization opens a shelter without ARC, OA EOC, or local jurisdiction approval, that entity will assume financial and legal responsibility for the shelter.



Congregate Care Shelter

It is the goal of the County of San Diego to accommodate, to the best of its abilities, all people in need at a congregate care shelter during a disaster. People impacted by the disaster with life threatening conditions should seek hospital care for the appropriate level of medical care.

NOTE: The Skilled Nursing Facilities (SNF) in the San Diego County have partnered together with a Memorandum of Agreement (MOA) indicating they agree to assist with providing space for patients displaced from other like facilities in a disaster. Provided space can be empty beds or 'surge' space providing shelter in alternate spaces in their facility. The process of identifying this space and moving patients is conducted through the Emergency Medical Services Department Operations Center (Medical Operations Center) (EMS DOC (MOC)). Congregate Care sheltering is not ideal for patients from SNF or Residential Care Facilities for the Elderly (RCFE). Every effort should be made to place them in an appropriate (like-bed) facility. Only in extreme situations would SNF residents be housed and cared for in a congregate care shelter serving as an Alternate Care Site (ACS). All decisions regarding relocation of a resident in a SNF must be approved through the EMS DOC (MOC).

Alternate Care Site (ACS)

The establishment of an ACS would be evaluated when demands exceed resources and other relief is not available, this would likely occur when hospitals are overwhelmed and when people required skilled care, continuous observation or

specialized equipment and services usually found in a hospital. An ACS would typically be staffed by Medical Reserve Corps (MRC) members

Unique Populations

Convicted Sex Offenders

The safety of all shelter residents and children is paramount. It is essential that parents/guardians provide oversight of their children at all times.

Pursuant to California Penal Code 3003.5 (b) "Notwithstanding any other provision of law, it is unlawful for any person for whom registration is required pursuant to Section 290 to reside within 2000 feet of any public or private school, or park where children regularly gather." An emergency temporary shelter is not a residence, and therefore the law does not apply. A convicted sex offender may temporarily reside at a school or facility in a park, provided the stay is provisional and not permanent.

Pursuant to the provisions of the California Emergency Services Act, during a locally proclaimed disaster, the County of San Diego has the ability to authorize functions or duties to be performed in order to provide emergency services to the residents of San Diego County.

Convicted sex offenders have the legal right to lodge at all mass care shelters without the need to divulge criminal record information. If the offender chooses to inform any authority, this information shall only be provided to the appropriate personnel. No information shall be publicly revealed.

When a convicted sex offender does disclose their status:

- If only the Shelter Manager/workers are aware of the situation, confidentiality must be maintained and the person should remain in the shelter until they are able to return home, unless other actions are determined necessary by the Shelter Manager/ Workers.
- If other shelter residents are aware of the situation, the resident must be relocated to another facility for their safety.
- Individual agencies may provide alternate housing at the agencies' expense as the situation warrants.



Pre-disaster Homeless Population

Congregate care shelters are designed to assist residents displaced from their homes due to a disaster by providing for their disaster caused emergency needs.

Pre-disaster homeless populations may reside at a shelter and have their basic needs met, however, a shelter will not remain open only for the homeless population.

Every effort should be made to assist the pre-disaster homeless population with relocation and other assistance they may require.

The OA EOC will be able to assist in requesting resources from the homeless resources in San Diego County. These resources include, but are not limited to the Homeless Outreach Team, Interfaith Shelter Network, and St. Vincent de Paul Village. 2-1-1 San Diego is another resource to find available services for the pre-disaster homeless.

Unaccompanied Minors

Mass care shelters shall provide food, shelter, and safety for those under the age of 17 that arrive at a shelter without their parents/guardians.

In order to ensure the health and safety of unaccompanied minors, they must reside in a separate but co-located area/room within the shelter where they shall be monitored and cared for by appropriate staff until they can be reunited with their parents/guardians.

If a child is unable to be reunited with their parents, the Law Enforcement Branch in the OA EOC should be contacted to request appropriate Law Enforcement agency for assistance.

Institutionalized Populations

Generally speaking, County detention facilities will not evacuate prisoners unless there is an immediate danger to the specific facility. If there is a specific threat, sworn jail staff will relocate prisoners based on the Continuity of Operations Plan (COOP) and care for the prisoners at whichever detention facility they are relocated to. If the threat to the facility can be reasonably mitigated, the prisoners will remain at the facility but may be in a state of lockdown. All laws and internal policies pertaining to inmate rights and detention facility operations will be adhered to.

Skilled Nursing Facilities (SNF)

As mentioned, above, congregate care sheltering is not ideal for patients from SNF or RCFE. Every effort should be made to place them in an appropriate (like-bed) facility utilizing the MOA that exists among the individual SNFs. Only in extreme situations would SNFs be housed and cared for in a congregate care shelter serving as an ACS. All decisions regarding relocation of a resident in a SNF must be approved through the EMS DOC (MOC).

Language Barriers

When a population is affected that is unable to communicate with the shelter team on site, there are various sources for translators: County of San Diego Department of Human Resources, 2-1-1 San Diego, ARC, and Deaf Community Services for American Sign Language specifically. The Shelter Manager should work with the Care and Shelter Branch in the OA EOC to arrange for the appropriate interpreter to respond to the shelter.

Administration of Mass Care

A collaborative effort between the Care and Shelter Branch Coordinator or designee, appropriate Public Safety entities, including local fire services and law enforcement representatives, and the ARC will determine where mass care facilities will be needed and which facilities are suitable.

First Aid and Health Services

- The task of medical services in the shelters is to promote health, to prevent disease, to treat minor illnesses and injuries, and to refer for the care of the seriously ill and injured.
- Medical services and basic emergency first aid will be provided in all shelters either by ARC Disaster Health Services, County of San Diego Public Health Nursing, or the County of San Diego MRC.
- County of San Diego HHSA, Behavioral Health Services (BHS) will be available to provide crisis counseling at identified sites, if requested (refer to **Annex M**).



Resources and Support

All requests for mass care assistance should be requested through the OA EOC Care and Shelter Branch Coordinator as required. This could include requesting trained personnel, emergency services support, or assistance in securing supplies.

Records and Reports

- All documents generated at shelters will remain with the appropriate Shelter Administrator.
- As requested by the Care and Shelter Branch Coordinator, ARC will share statistics on care and shelter operations which do not violate their client confidentiality requirements.

Closing Shelters

- Shelters will remain open until victims can return to their own homes, make their own arrangements for shelter, or until an alternate longer-term housing plan is implemented. All shelter residents should be encouraged to seek assistance from Local Assistance Centers (LAC), if established.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Organizations and Agencies

- County of San Diego Health and Human Services Agency (HHSA)
- Health and Human Services Agency, Public Health Nursing
- Health and Human Services Agency, Behavioral Health Services (BHS)
- County of San Diego, County Shelter Team Program
- American Red Cross, San Diego/Imperial Counties Chapter (ARC)
- Unified Disaster Council Care and Shelter Subcommittee (UDC)
- County of San Diego, Office of Emergency Services (OES)
- Area Law Enforcement Coordinator
- County of San Diego, Department of Animal Services (DAS)
- County of San Diego, Department of Human Resources (DHR)
- Emergency Medical Services Department Operations Center (EMS DOC (MOC))
- County of San Diego, Medical Reserve Corps (MRC)
- Disaster Rapid Assessment Team (DRAT)
- San Diego County, Public School Districts
- San Diego County Office of Education
- All Affected Agencies and Organizations

Assignment of Responsibilities

County of San Diego Health and Human Services Agency (HHSA)

HHSA will be responsible for leading care and shelter operations.

Responsibilities are defined as follows:

- During non-disaster times, preparedness efforts for HHSA care and shelter staff will include:
 - Ensure that an adequate number of HHSA personnel are trained in shelter operations to be able to provide medical services.
 - Co-chair the Care and Shelter Subcommittee of the UDC.
 - Develop, maintain, and test Care and Shelter Operations plans for the OA in conjunction with UDC Care and Shelter Subcommittee.
- During an emergency or proclaimed disaster, the Director of County HHSA, or designee, shall report to the OA EOC and serve as the Care and Shelter Branch Coordinator.

- During a disaster/OA EOC activation, the Care and Shelter Branch Coordinator shall:
 - Coordinate local government support for Care and Shelter Operations.
 - Coordinate resources and mutual aid requests for government agencies or departments.
 - Assist with communications as needed, to establish required communication between the OA EOC, ARC Disaster Operations Center (ARC DOC), and City EOCs.
 - Provide trained personnel to mass care shelters as available and upon request.
 - Coordinate care for unaccompanied minors.
 - Coordinate care for those with disabilities and other access and functional needs.

Health and Human Services Agency, Public Health Nursing

When requested by the shelters through the OA EOC Care and Shelter Branch (including County, City, and ARC Shelters) Public Health Nurses (PHN) may be deployed to work in a disaster shelter. They may work alongside MRC members. When resources are available, PHNs may perform the following actions according to the Public Health Nursing Scope of Practice:

- Administer first aid for minor illness and injury and refer clients to a higher level of care when appropriate.
- Assess the medical needs of shelter residents and develop a plan to meet clients' immediate health needs.
- Monitor persons identified with special health concerns such as chronic diseases and pregnancy.
- Assist the shelter manager with maintaining the shelter in a manner that protects the clients from contracting communicable diseases common in group living situations.
- Provide resources to crisis counseling services and provide support to clients.
- Promote the protection from food-borne diseases in cooperation with the Department of Environmental Health (DEH).
- Assist shelter residents with general health education and advice.
- Assist shelter residents with replacing lost medications and medical devices.
- Provide referrals to other local, county and state agencies that provide medical and social services.
- Provide status reports to the Public Health Nursing representative at the EMS DOC (MOC) or the HHS DOC.



- Assist with requests for trained nurses, health care providers, social services, and supplies based on shelter needs and assessment to the EMS DOC (MOC).
- Assist with the initial screening of evacuees as they come to the shelter and refer as needed
- Filling the role of a Medical Manager to oversee the overall management of the medical services in the shelter.
- Oversee and assist evacuees with Activities of Daily Living (ADLs) as needed with shelter workers.
- Assist as appropriate for any additional needs that are identified.

Health and Human Services Agency, Behavioral Health Services (BHS)

Provide crisis counseling at sites as requested, per Annex M, Behavioral Health Operations, as available. Collaborate with community partners to extend required services as necessary.



County of San Diego, County Shelter Team Program

- The County Shelter Team Program is designed to augment the sheltering resources of the ARC and is also a resource for all the Cities within the OA.
- The County Shelter Team Program may operate shelters once ARC resources are exhausted or shelter needs go beyond that of the capabilities of an ARC shelter.
- Teams are made up of County employees from various departments that have been trained prior to a disaster in either Shelter Management or Shelter Operations. The medical services providers will be assigned through the EMS DOC (MOC) and will be either PHNs or MRC members.
- For an average shelter accommodating 100-200 residents, teams are made up of one Shelter Manager and three to four Shelter workers per shift, and can be scaled up depending upon the requirements of the shelter to an approximate ratio of 1 shelter worker to 30 shelter residents. The ratio of Medical Staff should be 1 medical professional to 50 shelter residents and 1 Mental Health professional to 100 shelter residents.

American Red Cross, San Diego/Imperial Counties Chapter

The ARC, as mandated by Federal Law 36 USC 3 and reaffirmed in Public Law 93 288 (Federal Disaster Relief Act of 1974), provides disaster relief in peacetime and works cooperatively with state and local governments and other private relief organizations.

ARC (San Diego/ Imperial Counties Chapter) may open an average of 7 shelters (estimated population between 3,500 to 5,000 people) within the first 72 hours of an incident. These figures are dependent upon the facilities available during a given disaster and overall situational safety.

Prior to a disaster requiring congregate sheltering, ARC will assist in the following ways:

- Assist in the development and maintenance of the Care and Shelter Operations Annex to the OA EOP in conjunction with HHSA, OES, and the Care and Shelter Subcommittee of the UDC.
- Provide mass care training to requesting government agencies, non-governmental agencies, and community based organizations.
- Serve as Co-Chair to the Care and Shelter Subcommittee.

During an emergency or when requested, provide:

- Emergency lodging in congregate care facilities for disaster victims.
- Food for persons in emergency congregate care facilities.
- In a non-federally declared disaster, if funding exists and with the support of other disaster response agencies/organizations; a means to purchase new clothing, temporary housing, possible assistance with rent and security deposit, medication and health needs and occupational supplies.

- In a federally declared disaster, with the approval from the National American Red Cross office; the local chapter will provide for the emergency support needs (such as food, shelter, and medical services), and bulk distribution of mass care supplies as defined by the incidents' needs to support the efforts of government agencies.



- Physical Health Services: provide support to persons who have disaster-related or disaster-aggravated health needs. Assist clients in the procurement of prescribed medications lost in the disaster. Provide financial assistance as needed for medications and durable medical equipment. Provide minor first aid treatment of patients. Disaster Health Workers do not provide treatment for pre-existing injuries or provide medical diagnosis.
- Crisis Counseling Services: provide emergency and preventive crisis counseling services to people affected by the disaster. This includes methods to cope with disasters, crisis intervention and referral services to meet behavioral health-related concerns. Disaster crisis counselors do not provide diagnosis, long term therapy, or prescribe/administer medications.

- Food for disaster workers if normal commercial feeding facilities are not available.
- Welfare Inquiry for family members and friends trying to relocate/reunite with people in the affected area. Individuals must register themselves and their families by calling or through the ARC website. Typically, there is a 48-72 hour moratorium on requests in order for the ARC to concentrate on the immediate needs of the disaster victims.
- Liaison personnel to the OA EOC and/or to the Incident Command Post. This position must possess:
 - A thorough knowledge of the ARC system and procedures.
 - Ability to make decisions on behalf of the ARC
 - Understanding of the OA EOC and its purpose.
 - Familiarization with WebEOC.
 - Ability to work within the established County protocols to meet the needs of the community.
 - Ability to assist DAS with coordinating and management of animals brought to ARC Shelters.
- Distribute appropriate bulk supplies as required by the needs of the affected community.
- During a disaster when local ARC resources are exhausted, initiate mutual aid requests from local agencies, neighboring ARC Chapters and/or if needed, request assistance from National American Red Cross. All efforts should be made to meet the needs with local resources before bringing in outside representatives.



Unified Disaster Council (UDC) Care and Shelter Subcommittee

Responsibilities of this subcommittee shall include the following:

- Develop, maintain, and test Care and Shelter Operations plans for the OA in conjunction with the ARC and HHSA.
- Delineate criterion and method of justification for activation of this annex.
- Review and update Care and Shelter Operations Annex as needed.

County of San Diego, Office of Emergency Services (OES)

As primary responsibilities, OES shall:

- Support the ARC, HHSA, local jurisdictions, and School Districts in the coordination and planning activities of the Care and Shelter Subcommittee of the UDC as well as applicable trainings and exercises.

- Activate and manage the OA EOC.

Area Law Enforcement Coordinator

Responsibilities of the Area Law Enforcement Coordinator for the unincorporated area are as follows:

- Law Enforcement agencies will ensure that they coordinate with the Care and Shelter Branch of the OA EOC during a disaster, so as to ensure adequate locations for sheltering or temporary evacuation points are identified for residents that may be displaced from their homes. Whenever possible, coordination with the Care and Shelter Branch Coordinator should occur prior to evacuation of a given area.
- Any time additional evacuations are ordered, Law Enforcement agencies should be in contact with the Care and Shelter Branch of the OA EOC, when reasonable.
- Law Enforcement should confer with the Care and Shelter Branch of the OA EOC before announcing shelter facility locations.
- Law Enforcement agencies will provide temporary security at shelter sites if theft or aggression issues become problematic. This is only temporary until alternate arrangements can be made for security at the site.

County of San Diego, Department of Animal Services (DAS)

DAS shall:

- Coordinate with the Care and Shelter Branch in the OA EOC to ensure care for pets brought to shelters as required.
- Provide referrals to evacuees for animal services and resources, included but not limited to, evacuation assistance, animal sheltering sites, animal care supplies and/or veterinary care.
- Assist with missing and/or misplaced pets, stray animals, injured stray animals and reunification of owner's with their pets.



County of San Diego, Department of Human Resources (DHR)

The Director of DHR shall appoint an AFN Unit Leader to the OA EOC, who shall:

- Ensure necessary services are provided as required for people with disabilities and other access and functional needs.
- Coordinate local government support for people with disabilities and other access and functional needs at shelters.

- Collaborate with the Care and Shelter Branch Coordinator to coordinate resources and requests for people with disabilities and other access and functional needs in shelters.

Emergency Medical Services Department Operations Center (Medical Operations Center) (EMS DOC (MOC))

EMS will be responsible for the activation of the EMS DOC (MOC).

Upon this activation, the DOC will coordinate the following to support shelter operations:

- The overall medical response to the specific event.
- The dispatching of medical service providers to shelters as requested – either with the MRC members, PHNs, and others.
- Dispatching the Disaster Rapid Assessment Team (DRAT)
- Providing access (through Ambulance Coordinator) to medical transportation in order to move victims to or from shelters if necessary.

County of San Diego, Medical Reserve Corps (MRC)

- Upon the orders of the Public Health Officer, the Medical/Health Branch Manager at the OA EOC, or the Medical Mass Care Coordinator through the EMS DOC, will activate MRC volunteers during an event in which local established clinical resources are exceeded.
- These volunteers, as clinically skilled disaster service workers, will provide medical support to shelters as needed and as available.



Disaster Rapid Assessment Team (DRAT)

- A DRAT is a designated unit consisting of MRC volunteers and County of San Diego health care professionals, trained to respond in a disaster situation as a coordinated team to assess potential/current shelters for the need of additional resources.
- The intent and purpose of the DRAT will be to provide information for the EMS DOC (MOC) regarding the need for medical staff, supplies and care at shelters that have been established or spontaneously opened during an evacuation event. They may also be sent to healthcare facilities to assess their need for support and/or resources.
- The DRAT will respond to events requiring sheltering or other sites as assigned. They perform assessments at shelter sites for the

medical/functional needs, or other information as requested. They will not be sent into a hot or warm zone, but may serve in a field situation.

- A DRAT will be deployed as quickly as possible in order to ensure that all shelter resident's needs are met in a timely manner.
- DRATs are made up of appropriate compositions of staff as needed, and as available, and determined at the time of the disaster.
- A DRAT may also be joined by health care or response personnel, such as BHS, Child Protective Services (CPS), or Aging and Independence Services (AIS) if required.

San Diego County, Public School Districts

Reference Section 40041.5 of the Education Code, concerning the granting of school facilities for "mass care and welfare shelters during disasters or other emergencies affecting the public health and welfare."

- Collaborate with the OA EOC in the post-incident designation of facilities for use as Mass Care Shelters.
- Enter into written agreements with ARC and the County of San Diego concerning the use of facilities and each year provide an updated 24-hour emergency contact for each facility.
- Ensure that building maintenance, and if required, food service personnel are provided in those facilities opened as Mass Care Shelters.

San Diego County Office of Education

- Assist School Districts in the development of Standard Operating Procedures (SOPs) to facilitate "furnishing and maintaining such services as the governing board may deem necessary to meet the needs of the community." (Reference: Section 40041.5, Education Code).

All Affected Agencies and Organizations

Responsibilities of all other affected agencies and organizations are as follows, where appropriate:

- Prepare SOP for response to Care and Shelter Operations, including a notification system for automatic personnel and maintenance of this system.
- Train personnel and alternates.
- Each City shall designate a representative for the Care and Shelter Subcommittee of the UDC. This representative should maintain an active involvement with the Care and Shelter Subcommittee of the UDC.

Support Functions

San Diego County Feeding Task Force (FTF)

The purpose of the Feeding Task Force (FTF) is to provide a coordinated, timely and efficient feeding response in San Diego County during a disaster. The coordination of a multi-agency feeding task force will limit the duplication of efforts and maximize the use of available resources to respond to community needs.

FTF activation will be based upon the type of disaster and conditions within the operational area. Conditions for activating the FTF may include the following:

- Feeding need is greater than the collective capacities of traditional disaster relief feeding operations
- Disaster overwhelms resources of traditional disaster relief feeding organizations
- FTF is needed to coordinate the procurement of assets, which may include food, food production supplies, refrigeration trucks, food delivery vehicles, etc.
- Disaster covers multiple jurisdictions
- Multiple shelters are opened
- Large populations are affected by the disaster
- The decision to activate the FTF will be made by the OA EOC Care & Shelter Branch Coordinator in communication with the ARC liaison and affected jurisdictions.



The FTF may not always be activated during all disasters. If the traditional disaster relief organizations can meet the feeding needs of a disaster, there will be no need to activate the FTF.

2-1-1 San Diego

In a disaster scenario, 2-1-1 San Diego's primary role will be to maximize access to community resources by responding via telephone and Internet to non-life threatening requests for information, including but not limited to, general assistance, referrals to shelters, LACs, mental health resources, food banks, etc.

2-1-1 San Diego has phone specialists who are bilingual in Spanish and have access to other languages through an interpreter service. 2-1-1 San Diego has Telephone Text (TTY) capabilities for the hard of hearing as well as, the capability to utilize the Relay Service 711 to communicate with community members who are deaf or hard of hearing.



Once the OA EOC is activated, 2-1-1 San Diego will serve as support to the OA EOC by providing public information and rumor control. 2-1-1 San Diego will actively seek new and updated information on the emergency/disaster, and disseminate such information to agencies, community-based organizations, the countywide disaster response and recovery network, and the general public in accordance with the public information guidelines within the OA EOC.

DIRECTION, CONTROL, OR COORDINATION

Activation and Termination

Activation Conditions: This annex is activated when a real or potential emergency or situation exists in which Mass Care is required.

Activation of this annex shall be by the direction of:

- The County's Chief Administrative Officer (CAO), or designated Assistant CAO, in the capacity of Director of Emergency Services for the Unincorporated area, or as Coordinator of Emergency Services for the OA; or
- The Director of HHSA, County of San Diego; or
- The Director, OES, or designee; or
- The Incident Commander; or
- The Emergency Services Director or the designee of any jurisdiction signatory to the Emergency Services Agreement; or
- The Regional Disaster Program Officer, or designee, ARC San Diego/Imperial Counties Chapter.

Termination of this annex shall take place once there is no longer a threat to community members, and all displaced residents are able to find alternate lodging. The care and shelter provider must indicate that there is no need for this annex to remain activated.

Agencies will respond under the established Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) structure of the OA EOC. All local first response agencies within the OA have adopted NIMS and SEMS responders and response and comply with all requirements. The OA EOC is also NIMS and SEMS compliant and all personnel staffing positions within the OA EOC have been trained in NIMS and SEMS.

INFORMATION COLLECTION AND DISSEMINATION

In order to establish a common operating picture, the OA EOC requires information to be shared by all agencies involved in the incident response, whether in the field or staffing the OA EOC Care and Shelter Branch of the Operations Section. Establishing a common operating picture and maintaining situational awareness are essential to effective incident management.

All necessary partners in the field, including law enforcement, fire service, and the ARC, must provide the Care and Shelter Branch with as much information as possible to make educated decisions about congregate care sheltering requests and needs. The Care and Shelter Branch in the OA EOC requires information such as type of incident/disaster, population/communities affected, number of evacuees, resources



available, and any other relevant incident information that would aid or should be consider in decision-making. Information is shared via WebEOC so that all Care and Shelter Branch personnel maintain situational awareness and information is used by intended recipients to take appropriate response actions.

Resource Requests

Resource requests are submitted through the appropriate channels according to NIMS and the ICS structure established within the OA. Resource request will be addressed with the OA, regionally, and then statewide if necessary.

Briefings

OA EOC Operational Period briefings are conducted at the beginning of each operational period and present the Action Plan for the upcoming period. Additional briefings are scheduled as necessary to pass along vital information to all OA EOC responders. Any representatives, who have important incident information/updates, should be prepared to disseminate that information during the operational period briefings.

COMMUNICATIONS

Notification

Responsibility for notifying the ARC of an incident requiring Shelter Operations rests with the Incident Commander/Scene Manager of the agency in charge at the scene of the incident. Procedures for alerting and notifying ARC should be incorporated into departmental SOPs. Each department with potential for being an Incident Commander/Scene Manager should establish procedures for notifying ARC during emergency and disaster situations.

Notification shall consist of access to the Incident/Scene Commander for current situation intelligence, including human resource and information needs and ongoing updates. This information should include incident type, Command Post locations, Incident Commander/Scene Commander's name, number of persons affected, estimated duration, communications frequencies in use and specific requests of ARC. Notification may also be initiated by OES.

Should ARC be unable to respond, OES Staff Duty Officer (SDO) must be notified immediately in order to work collaboratively with the impacted jurisdiction to determine specific needs as related to mass care requirements. If necessary and the OA EOC is not yet activated, the OES SDO may activate the County Shelter Team Program.

Communications

Communications in support of Care and Shelter Operations are primarily determined by the available infrastructure (i.e. Land-line, Cellular phones, etc.). However, when these methods are not available, the use of Radio Amateur Civil Emergency Service (RACES) through the Sheriff's Department when available, could be dispatched to shelter facilities in order to relay information to the OA EOC. The alternate form of

communications for ARC is a commercial trunk UHF radio system. ARC also works closely with the San Diego County RACES group by providing an amateur radio operator liaison to them. This relationship provides the ARC a direct link to the OA EOC in the event of a major disaster resulting in communication outages.



ADMINISTRATION, FINANCE, AND LOGISTICS

Under the SEMS, special districts are considered local governments. As such, they are included in the emergency planning efforts throughout the OA. The OA emergency organization, in accordance with SEMS, supports and is supported by:

- Cities within the OA
- The County of San Diego

- Special districts
- Other counties
- The State of California
- The Federal Government

NIMS provides a consistent nationwide template to enable Federal, State, local, and tribal governments and private-sector and nongovernmental organizations to work together effectively. NIMS also enables these entities to efficiently prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

Mutual aid, including personnel, supplies, and equipment, is provided in accordance with the California Master Mutual Aid Agreement, and other local Mutual Aid Agreements.

The private sector is an important part of the emergency organization. Business and industry own or have access to substantial response and support resources. Community Based Organizations (CBOs) or Non-Governmental Organizations (NGOs) provide valuable resources before, during, and after a disaster. These resources can be effective assets at any level. OES has established the ReadySanDiego Business Alliance. The Alliance will have a virtual connection to the OA EOC via a social networking system fed through a RSS feed from WebEOC.

There are some City and County personnel who do not have specific task assignments. They are automatically designated by State Law as Disaster Service Workers (DSWs) during a disaster, and serve in the response effort.

- "All public employees and all registered volunteers of a jurisdiction having an accredited disaster council are Disaster Service Workers", per the Government Code, Title I, Division 4, Chapter 8, and Labor Code, Part I, Division 4, Chapters 1 and 10.
- The term public employees includes all persons employed by the State, or any County, City or public district.
- Other personnel including volunteers can be quickly registered by OES as DSWs, which provides Workers Compensation and liability coverage.

OES maintains a list of pre-registered volunteers affiliated with volunteer organizations that have been signed up as DSWs.

It is imperative that local government maintain duplicate records of all information necessary for restoration of normal operations. This process of record retention involves offsite storage of vital computerized and paper-based data that can be readily accessible.

Vital records of the Unified Organization are routinely stored in records storage rooms at OES in printed hard copy form, on CD-ROM, and electronically. Computer records are routinely backed up and stored separately from the hard drives. All personnel records are stored by the County DHR at several locations throughout the OA.

ANNEX DEVELOPMENT AND MAINTENANCE

This annex is a product of the OA EOP. As such, the policies, procedures, and practices outlined in the OA EOP govern this annex. OES coordinates the maintenance and updates of this annex every three to four years, in accordance with the maintenance schedule established for the OA EOP. Record of changes, approval, and dissemination of the OA EOP will also apply to this annex.

Updates to this annex can be made before such time for multiple reasons, including but not limited to changes in policy/procedure, improvements and recommendations based on real life events or exercises, etc. Recommended changes should be submitted to OES at oes@sdcounty.ca.gov

AUTHORITIES AND REFERENCES

The Unified San Diego County Emergency Services Organizations' UDC is supported by OES. As staff to the UDC, OES is mandated by federal, state, and local laws to ensure that mitigation efforts are enhanced, preparedness is encouraged, responsiveness is assured, and recovery is achieved efficiently and effectively, before, during, and after man-made or natural disasters (i.e., wildland fires, earthquakes, tsunamis, chemical spills, floods etc.) which may occur within the OA. OES conducts all emergency management operations/activities under the following authorities:

- Unified San Diego County Emergency Services Organization, Fifth Amended Emergency Services Agreement, 2005.
- County of San Diego Emergency Services Ordinance No. 8183, dated December 15, 1992.
- Article 9, Emergency Services, Section 8605 of the Government Code, Operational Areas.

ATTACHMENT A

San Diego County Care and Shelter Subcommittee of the Unified Disaster Council

American Red Cross

City Care and Shelter Coordinators (18)

County of San Diego, Health and Human Services Agency
Behavioral Health Services
Emergency Medical Services
Public Health Services

County of San Diego, Department of Human Resources

County of San Diego, Office of Emergency Services

Operational Area Fire Coordinator

Operational Area Law Enforcement Coordinator

San Diego County Office of Education

ATTACHMENT B

San Diego County Care and Shelter Coordinators

Jurisdiction	Title of Designee
Carlsbad	*
Chula Vista	*
Coronado	*
County of San Diego	Director, Health and Human Services Agency
Del Mar	*
El Cajon	Emergency Preparedness Coordinator
Encinitas	*
Escondido	*
Imperial Beach	*
La Mesa	Emergency Preparedness Coordinator
Lemon Grove	Emergency Preparedness Coordinator
National City	*
Oceanside	*
Poway	Assistant Director, Department of Community Services
City of San Diego	*
San Marcos	Director of Community Services
Santee	*
Solana Beach	*
Vista	*

***To be identified by the local Jurisdiction**

ATTACHMENT C

Understanding between the Unified San Diego County Emergency Services Organization and the San Diego County Chapter of the American Red Cross

Purpose

This understanding defines the cooperative relationship existing between the San Diego County Chapter of the American Red Cross and the Unified San Diego County Emergency Services Organization in preparing for and dealing with disasters and other emergency situations. It is designed to implement, at a local level, those agreements reached at federal and state levels between the American Red Cross, the Defense Civil Preparedness Agency, and the State of California Office of Emergency Services.

Recognition

The San Diego County Chapter of the American Red Cross (hereinafter referred to as American Red Cross) recognizes the Unified San Diego County Emergency Services Organization as a special purpose body created by mutual agreement between and among the County of San Diego and the cities in the county, to perform extraordinary functions for both city and county governments in planning for and during the time of disaster.

The Unified San Diego County Emergency Services Organization recognizes American Red Cross as a volunteer disaster relief agency chartered by Congress through which the American people extend assistance to individuals and families affected by disaster. The American Red Cross does not assume responsibility for government functions but supports the work of government authorities in alleviating the results of disaster.

Cooperation and Coordination

American Red Cross and the Unified San Diego County Emergency Services Organization responsibilities in natural disasters have a close relationship. In order to achieve effective operations, avoid duplication of effort, and to ensure that all disaster needs are met, it is essential that the employment of all available resources be coordinated.

Therefore, it is agreed that:

1. Cooperative arrangements for planning, exchange of information and continuing liaison regarding preparedness for disaster operations will be maintained. Upon activation of the emergency plan, American Red Cross will provide liaison personnel at the Primary Decision Center, field operations center (assistance center), and such other disaster operational headquarters as may be designated.
2. During natural disasters, the American Red Cross will carry out its responsibilities in coordination with the Unified San Diego County Emergency

Services Organization. Special emphasis will be placed upon Mass Care Service with mutual selection, staffing and equipping of congregate care facilities. Additionally, American Red Cross will assist the Medical and Health Service, to the extent practicable, in the handling of mass casualties and the selection, staffing and equipping of Emergency Aid Stations.

3. Regardless of responsibility, whenever there is suffering and want from any cause, and basic human needs are not being met, American Red Cross will participate in community action in extending relief.
4. Although American Red Cross responsibilities in civil disturbance and war-caused disaster are clearly defined, American Red Cross will incorporate its activities, to the extent possible, and continue to serve as a component of the Unified San Diego County Emergency Services Organization with administrative and financial responsibility resting with the local government.

Signatory

COUNTY OF SAN DIEGO

By: *Jonathan P. Nelson*
Asst. Clerk of the Board of Supervisors

Rayph Kuyatt
Disaster Chairman,
San Diego County Chapter
American Red Cross

APR 10 1979

Date approved

Approved by the Board of Supervisors of
the County of San Diego

APR 10 1979 # 14

Fritz D. Cremone
Clerk of the Board of Supervisors

A. L. Bailey
Chairman,
San Diego County Chapter,
American Red Cross

APR 10 1979

Date approved

APPROVED AS TO FORM AND LEGALITY
JUNTY COUNSEL

Paul N. Bruce
DEPUTY

ATTACHMENT D

**Memorandum of Understanding between the American National Red Cross and
the State Of California Department of Social Services**



STATE OF CALIFORNIA-HEALTH AND HUMAN SERVICES AGENCY
DEPARTMENT OF SOCIAL SERVICES
744 P Street • Sacramento, CA 95814 • www.cdss.ca.gov



CDSS

JOHNA.WAGNER
DIRECTOR

ARNOLD SCHWARZENEGGER
GOVERNOR

September 3, 2009

Ms. Lisa Bennett
Area Director, Western Region
Disaster Services
American Red Cross
712 -5th Avenue
San Rafael, CA

Dear Ms. Bennett:

Enclosed is the revised and finalized Memorandum of Understanding between the American Red Cross and the California Department of Social Services (CDSS). It has been reviewed by our Legal Division and signed by John Wagner, CDSS Director, and is now being sent to you for signature.

Please return the fully executed copy to: Mr. Randy Linthicum, Chief

California Department of Social Services,
Disaster and Client Services Bureau,
744 P Street, MS 8-3-143
Sacramento, CA 95814

If you have any questions, please contact Randy Linthicum at 916-651-8880 or at randy.linthicum@dss.ca.gov.

We look forward to continuing our valuable and productive relationship in the years to come.

Sincerely,

L.B. WEBER, Chief Management and Staff Services Branch

Memorandum of Understanding

Between The

American Red Cross

and

California Department of Social Services

Purpose

The purpose of this Memorandum of Understanding (MOU) is to define a working relationship between The American Red Cross (hereinafter "Red Cross") and the California Department of Social Services, (hereinafter "CDSS"), in preparing for and responding to certain disaster situations. This MOU provides the broad framework for cooperation between the Red Cross and the CDSS in rendering assistance and service to victims of disasters, as well as other services for which cooperation may be mutually beneficial.

Independence of Operations

Each party to this MOU will maintain its own identity in providing service. Each organization is separately responsible for establishing its own policies and procedures and financing its own activities.

Disasters Covered by this MOU

The Red Cross provides disaster services pursuant to its Bylaws and other internal policies and procedures as well as its Congressional Charter, codified at Title 36, Sections 300101-300111, of the United States Code.

In the Charter, Congress authorized the Red Cross "to carry out a system of national and international relief in time of peace, and apply that system in mitigating the suffering caused by pestilence, famine, fire, floods, and other great national calamities, and to devise and carry out measures for preventing those calamities."

The Red Cross role was reaffirmed in the 1974 Disaster Relief Act (Public Law 93-288), the 1988 Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 100-707), and the Disaster Mitigation Act of 2000 (Public Law 106-390). The federal law governing disaster relief, found in Title 42, Chapter 68 of the United States Code, defines "emergencies" and "major disasters" as follows:

- "Emergency" means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.
- "Major disaster" means any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this chapter to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

On a local level, the Red Cross responds to all kinds of disasters, whether or not they are the subject of a presidential declaration. The disasters to which the Red Cross responds include any threatening event of such destructive magnitude and force as to dislocate people, separate family members, damage or destroy homes, or injure or kill people. A disaster produces a range and level of immediate suffering and basic human needs that cannot be promptly or adequately addressed by the affected people and impedes them from initiating and proceeding with their recovery efforts.

Some disasters are natural disasters, such as floods, tornados, hurricanes, typhoons, winter storms, tsunamis, hail storms, thunderstorms, wildfires, windstorms, epidemics, and earthquakes. Human-caused disasters, which may be intentional or unintentional, include residential fires, building collapses, transportation accidents, hazardous materials releases, explosions, and domestic acts of terrorism. All of these are within the Red Cross mission.

Organization of the American Red Cross

The national headquarters of the Red Cross is located in Washington, D.C. National headquarters is responsible for implementing policies and procedures that govern Red Cross activities and providing administrative and technical supervision and guidance to the chartered units, which include chapters and blood services regions. Each chapter has certain authority and responsibility for carrying out Red Cross disaster preparedness and response activities, delivering local Red Cross services, and meeting corporate obligations within the territorial jurisdiction assigned to it.

Each chapter is familiar with the hazards of the locality and surveys local resources for personnel, equipment, supplies, transportation, emergency communications, and facilities available for disaster relief. The chapter also formulates cooperative plans and procedures with local government agencies and private organizations for relief activities should a disaster occur. In carrying out their disaster preparedness and response activities, each regional chapter coordinates with one of ten divisional vice presidents that provide immediate technical and logistical support to chapters within their jurisdictions.

Through its nationwide organization, the Red Cross coordinates its total resources for use in large disasters. Services are provided to those in need regardless of citizenship, race, religion, age, sex, or political affiliation. In providing disaster services, the Red Cross follows the Fundamental Principles of the International Red Cross and Red Crescent Movement.

American Red Cross Disaster Relief Assistance

Red Cross emergency assistance is designed to minimize the immediate suffering caused by a disaster by providing food, clothing, shelter, first aid, and other assistance to address basic human needs. Red Cross emergency assistance may be provided either as mass care, individual assistance, or a

combination of the two, depending on the victims' needs. Mass care is provided through any combination of three integrated elements: 1) individual or congregate temporary shelters; (2) fixed or mobile feeding operations, and (3) distribution of relief supplies. Individual assistance is provided to individuals and families through the purchase of needed items and/or services or referrals to other agencies and organizations that offer assistance to disaster victims at no charge. The Red Cross also processes welfare information requests. In addition to emergency assistance, the Red Cross participates in community recovery programs after major disasters.

Red Cross disaster response activities vary depending upon the nature and scope of the required response, as follows:

- *Mass Casualty Incidents:* Mass casualty incidents are usually the result of transportation accidents, fires in high-occupancy structures, industrial accidents or similar disasters. In mass casualty disasters, the Red Cross closely coordinates with the authorities at the scene (including firefighters, police, and government agencies) and representatives of the owner/operator. Depending on the nature and scope of the disaster, the needs of the victims and workers, and the response of the owner/operator, the Red Cross may engage in a number of activities to assist victims, survivors, families of victims or survivors, emergency workers or others. These services include but are not limited to shelter, food, basic first aid, and mental health services.
- *Aviation Disasters:* The Red Cross has a special role in major aviation disasters. Under the provisions of the Aviation Disaster Family Assistance Act of 1996 (P.L. 104-264), airlines, the National Transportation Safety Board (NTSB), and a "designated independent nonprofit organization" were given specific responsibilities with regard to coordinating the emotional care and support of the families of passengers involved in aviation disasters. The NTSB, as part of its Federal Family Assistance Plan for Aviation Disasters, has designated the Red Cross as the organization responsible for Family Care and Mental Health. The Red Cross has accepted this role and has specially trained staff on call on its' 'Critical Response Team" (CRT) who initiate support within hours of a request from the NTSB for services.
- *Hazardous Material Situations:* When an actual or potential hazardous material situation results in an evacuation, the Red Cross provides emergency mass care until families can return home. If public authorities deem it necessary for families to relocate permanently, the Red Cross works with other community organizations to provide temporary mass care or casework assistance.

The Red Cross does not provide disaster assistance where government officials or agencies require building evacuation as a result of chronic deferred maintenance, code violations, radon contamination or fire hazards.

- *Nuclear Facility or Transportation Accidents:* In the event of an evacuation due to a nuclear power plant accident or transportation accident involving radioactive materials, the Red Cross provides mass care services for the evacuees and emergency workers. The Red Cross coordinates with public health authorities with respect to health concerns and the possible need for decontamination, but the Red Cross does not engage in decontamination activities. If the Red Cross is operating evacuation shelters, evacuees and workers must undergo any necessary decontamination before they are admitted to the shelter.
- *Civil Disorder:* Situations involving civil disorder-such as riots or hostage incidents- are not within the usual scope of the Red Cross's disaster relief activities. Nevertheless, when basic human needs are not being met as a result of civil disorder, the Red Cross may participate in community actions to supplement the efforts of civil authorities by providing mass care and other services upon request of appropriate government authorities if Red Cross resources are available. The Red Cross will provide services only in a safe and secure area.
- *Catastrophic Incident:* A catastrophic incident, as defined by the National Response Plan, is any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage or disruption, and severely affects the population, infrastructure, environment, economy, national morale and/or government functions. A catastrophic incident results in sustained national effects over a prolonged period. In a catastrophic incident, the Red Cross will work closely with appropriate state and local government and non-government partners to provide mass care, including shelter, feeding, first aid, and other assistance to address basic human needs in a safe environment.
- *Repatriation of U.S. Citizens and Dependents:* During the emergency repatriation of U.S. citizens and dependents evacuated from foreign countries during emergencies, the Red Cross will, at designated ports of entry, cooperate with federal, state, local and voluntary agencies involved with their reception, temporary care and onward transportation, to provide shelter, feeding and basic first aid among other services.
- *Other Events or Situations:* In the event of other unforeseen events or situations in which human suffering is involved, the Red Cross will coordinate with appropriate government and non-government partners to provide mass care, including shelter, feeding, first aid, and other assistance to address basic human needs, as resources are available to assist.

Role of California Department of Social Services in Disaster Response Activities

The mission of the Disaster Services Section within the CDSS is to serve, aid, and protect individuals and families affected by disasters and emergencies, by providing

excellent response and recovery services. To accomplish this mission, CDSS is responsible for supporting counties' mass care and shelter programs; maintaining and directing the State Supplemental Grant Program and assisting in emergency group repatriation.

Authority for CDSS to provide disaster and emergency services for California was formalized by the enactment of the California Disaster Act (Chapter 7.5 of Division 1 of Title 2 of the Government Code: Statutes of 1974,) Executive Order W-9-91, the California Emergency Plan (draft, 2008) and CDSS Administrative Order.

According to the California Emergency Plan (CEP, draft 2008), "a single State Agency is assigned to lead each California Emergency Function based on its authorities, resources and capabilities." The California Health and Human Services Agency (CHEALTH AND HUMAN SERVICES AGENCY) is the lead agency for Care and Shelter Function, which coordinates actions to assist local jurisdictions to meet the needs of victims displaced during an emergency, while CDSS is identified as a lead supporting agency within CHEALTH AND HUMAN SERVICES AGENCY to coordinate resources to support mass care and shelter responses.

CDSS is organized by Divisions, Branches, Bureaus, Sections and Units, with each organizational level respectively focusing on increasingly specialized functions. The Disaster Services Section (DSS), a section under the Disaster and Client Services Bureau, within the Administration Division of CDSS, is tasked to implement the emergency and preparedness responsibilities of CDSS, which include working cooperatively and in coordination with the California Governor's Office of Emergency Services (Cal OES) to develop plans and procedures for mass care and shelter.

In response to a request from Cal OES, the DSS activates its Department Operations Center (DOC), and under the supervision of a DOC Manager employs the Standardized Emergency Management System (SEMS) to manage, support and coordinate a mass care and shelter incident or event, and identifies Planning, Operations, Logistics and Fiscal Section Chiefs and other necessary Incident Command System (ICS) functions to carry out its mission.

California Department of Social Services

CDSS has the responsibility to ensure that care and shelter plans and capabilities are maintained enabling the state to provide shelter for residents displaced by disasters. During disaster care and shelter responses, the CDSS is responsible for:

1. Coordination of support of state level care and shelter activities and ensuring that state resources are effectively utilized in support of care and shelter relief efforts. In this role, the CDSS will work with both public and private agencies, like the Red Cross, to ensure the effective provision of coordinated services to the residents of the State of California.
2. Providing usual public assistance services during and after a disaster situation or a declared emergency.

3. Coordination and direction of emergency actions and support from other state agencies during and after an emergency.
4. Acting as an advocate to ensure all appropriate state resources, including mission assignments, are utilized to support care and shelter operations.

Cooperative Actions

The Red Cross and CDSS will coordinate in rendering their respective disaster relief activities in the following manner:

The American Red Cross:

1. Will provide no-cost Care and Shelter Operations training to members of the CDSS and County Social Services staff who may be assigned to Red Cross Operations.
2. Will meet regularly with representatives of the CDSS to engage in care and shelter planning and preparedness/training activities, including the sharing of response capability information.
3. Will collaborate with other community agencies that want to assist in providing disaster care and shelter services to the community.
4. Will provide and regularly update Red Cross Disaster Services point of contact information to CDSS representatives.
5. If local or state government establishes a large-scale (mega) shelter utilizing a unified command, Red Cross will provide dormitory support and additional mass care services as feasible.
6. Will provide personnel to participate in disaster exercises and drills and assist CDSS with exercise development.
7. Will provide opportunities for CDSS' personnel to participate in Red Cross Disaster Service delivery programs, like the national Disaster Services Human Resources (DSHR) system.
8. Will register occupants of Red Cross shelters in accordance with existing Red Cross systems.
9. Will share information about Red Cross' human and material resources to the extent feasible.
10. If the Red Cross requests CDSS staff to deploy and assist in Red Cross operations, such staff will provide assistance as CDSS staff and CDSS will maintain full responsibility for staff salaries and benefits. If Red Cross staff is managing the operations, CDSS staff assigned to the operations may take guidance and direction from Red Cross staff as appropriate while still under CDSS supervision. If the Red Cross requests CDSS staff to deploy and

assist in Red Cross operations outside of California, any apportionment of travel and maintenance expenses will be agreed to in writing by both parties prior to incurring such expenses.

11. Will provide care and shelter liaison personnel, in addition to the usually assigned RED CROSS Government Liaison, when a government Emergency Operation Center (EOC) is activated for disasters involving care and shelter, and when this additional Care and Shelter Liaison is deemed necessary.
12. During disaster response operations, will provide CDSS with a daily update of service delivery statistics, such as number of shelters, location, number of residents and meals fed, in accordance with established AMERICAN RED CROSS 24-hour reporting schedule.

The California Department of Social Services:

1. Will provide CDSS staff to meet regularly with Red Cross representatives. This involves mutual discussions in care and shelter planning and preparedness/training activities, including, sharing of risk and response capability information.
2. Will provide and regularly update CDSS point of contact information to Red Cross representatives.
3. Will share CDSS care and shelter resources, disaster response, and other care and shelter capability information.
4. When tasked by the Cal OES to open and operate shelters, CDSS will coordinate with Red Cross with respect to the management and staffing of shelters as feasible. CDSS staff may be allowed state time to participate in Red Cross training courses. Staff salaries and benefits will be provided by CDSS for both preparedness training and operational assignments of CDSS staff.
5. Will work with Red Cross in time of disaster and emergency in the coordination of other private agencies. CDSS will participate with collaborative agencies during care and shelter planning and drills.
6. When deemed necessary, will incorporate additional Red Cross liaison personnel into the Care and Shelter Section at the Regional and State Emergency Operations Center (REOC). This is in addition to the usually assigned Red Cross Government Liaison.
7. Will ensure that Red Cross requests for government resource support are properly evaluated and forwarded to the State Operations Center (SOC), when requested resources are not available locally.
8. Will recruit volunteer staff from the HEALTH AND HUMAN SERVICES AGENCY to be trained as shelter staff.
9. Upon successful completion of Mass Care and Shelter Operations training, personnel from CDSS shall be permitted to participate in Red Cross operations for mutually agreed upon tasks or functions. As appropriate, the Red Cross will provide identifying apparel or badges to wear in any activities performed in accordance with this MOU.

Other Considerations

1. As defined in the California Emergency Plan (draft dated July 2009) the Secretary of the HEALTH AND HUMAN SERVICES AGENCY has been designated the primary agency for sheltering disaster victims. CDSS and Red Cross, as support agencies, are required to comply with the provisions of the California Emergency Plan in support of providing mass care and shelter for disaster victims.
2. The CDSS will encourage participation and coordination of services between its departments and the Red Cross for mutual service to the community effort, through their public information offices, during the time of disaster, to keep the public informed of their cooperative efforts and coordinate any public affairs releases that pertain to Red Cross.
3. The Red Cross and CDSS will actively seek to determine other areas/services within their respective organizations where cooperation and support will be mutually beneficial and to amend this MOU accordingly to include such agreements.
4. The two organizations agree that each organization will be responsible for its own expenses incurred as a result of cooperation or collaboration under the terms of this MOU, except as may be agreed to in writing by both parties prior to incurring such expenses. The use of the name and emblem of the Red Cross by the CDSS shall be allowed only in the case of particular projects undertaken pursuant to the prior express written consent of the Red Cross.
5. The CDSS recognizes that the Red Cross is dependent primarily upon voluntary public financial support to carry out its programs.
6. CDSS and Red Cross will work cooperatively to deploy CDSS employees when needed in *catastrophic* events. CDSS staff may not be available to assist in disaster response in all disaster situations due to other assigned responsibilities.

Periodic Review

The parties will, on an annual basis, on or around the anniversary date of this MOU, jointly evaluate their progress in implementing this MOU and revise and develop new plans or goals as appropriate.

Term and Termination

This MOU is effective as of August 1, 2009. It expires on September 30, 2014. Six months prior to expiration, the parties will meet to review the progress and success of the cooperative effort. In connection with such review, the parties may decide to extend this MOU for an additional period not exceeding five years, and if so shall confirm this in a signed writing. This MOU may be terminated by written notification from either party to the other at any time and for any reason or for no reason.

Miscellaneous

This MOU does not create a partnership or a joint venture. Neither party has the authority to bind the other to any obligation. It is not intended that this MOU be enforceable as a matter of law in any court or dispute resolution forum. The sole remedy for non-performance under this MOU shall be termination, with no damages or penalty.

Signature as follows.

California Department of Social Services


(Signature)

JOHN A. WAGNER
Director

8/20/09

The American Red Cross

BY _____
(Signature)

O.Saf Cr" C frr-r
S) f D;Jwrrr Siv-v/c,...J

9/22/09

Attached hereto: Operational Activation procedures (attachment 1) & Agreement Point of Contact Information (attachment 2)

Attachment 1- Operational Activation Procedures

When a disaster occurs, representatives of the American Red Cross will contact the following representative of the California Department of Social Services to request assistance:

Contact Order	Name	Title	Contact Numbers
Primary	Randy Linthicum	Chief, Disaster and Client Services	Home: 209-745-2321 Work: 916-657-1901 Work Cell: 916-216-4782 Personal Cell: 209-210-7717
Alternate #1	Tracy L. McBroom	Chief, Disaster Services Section	Home: 916-457-7352 Work: 916-651-8860 Work Cell: 916-214-9019 Personal Cell: 916-420-7133
Alternate #2	Kyle B. Weber	Chief, Management and Staff Services	Home: 916-686-7097 Work: 916-654-1316 Cell: 916-416-4477

When a disaster occurs, representatives of the California Department of Social Services will contact the following representative of American Red Cross to request assistance:

Contact Order	Name	Title	Contact Numbers
Primary	Gregory Smith	Disaster Director, Bay Area Chapter (Currently State Lead Chapter for Disaster)	Work: 415-427-8027 Cell: 415-279-7082
Alternate #1	John Ruiz	Assistant Director, Bay Area Chapter	Cell: 415-297-4806
Alternate #2	Anne Reynolds	State Disaster Office	Work: 415-721-2370 Cell: 202-286-7080
Alternate #3	Michael Logan	State Disaster Office	Work: 626-799-0841, x603 Cell: 202-345-1329

Attachment 2 - Agreement Point of Contact Information (Not for Operational Response)

California Department of Social Services

Mailing Address: 744 P Street, MS 8-3-143, Sacramento, CA 95814

Name	Title	Contact Numbers
Tracy L. McBroom	Chief, Disaster Services Section	Home: 916-457-7352 Work: 916-651-8860 Work Cell: 916-214-9019 Personal Cell: 916-420-7133 Fax: 916-651-8884

American Red Cross

Mailing Address: 712 5th Avenue, San Rafael, CA 94901

Name	Title	Contact Numbers
Anne Reynolds	State Disaster Office	Work: 415-721-2370 Cell: 202-286-7080 Fax: 415-721-2377

ATTACHMENT E

STATEMENT OF OPERATIONAL RELATIONSHIPS BETWEEN THE AMERICAN RED CROSS AND CALIFORNIA OFFICE OF EMERGENCY SERVICES

(This statement supersedes all previous agreements.)



Memorandum of Understanding
Between
The American Red Cross
and
The Governor's Office of
Emergency Services



Purpose

The purpose of this Memorandum of Understanding ("MOU") is to define a working relationship between The American Red Cross (hereinafter "Red Cross") and Cal OES, in preparing for, responding to and recovering from disasters. California Department of Social Services (CDSS) is the lead for EF 6 at the state-level. This MOU provides the broad framework for cooperation and support between the Red Cross and the State of California:

- Co-leading with CDSS mass care activities under Emergency Function (EF) 6 at the state-level
- Assisting individuals and families who have been impacted by disaster
- Providing other humanitarian services
- Readiness and response activities, including planning, training, and human and material resource support, and
- Other services for which cooperation may be mutually beneficial

Parties

Governor's Office of Emergency Services (Cal OES)

1. Cal OES was established as part of the Governor's Office on January 1, 2009 – created by Assembly Bill 38 (Nava), which merged the duties, powers, purposes, and responsibilities of the former Governor's Office of Emergency Services with those of the Governor's Office of Homeland Security.

Article 5 of the California Emergency Services Act identifies Cal OES as state agency responsible for the state's emergency and disaster response services for natural, technological, or manmade disasters and emergencies, including responsibility for activities necessary to prevent, respond to, recover from, and mitigate the effects of emergencies and disasters to people and property. It further declares that during a state of war emergency, a state of emergency, or a local emergency, the Director, Cal OES, shall coordinate the emergency activities of all state agencies in connection with that emergency.

2. Key laws and other authorities:
 - a. California Emergency Services Act
 - b. California Disaster Assistance Act
 - c. California Code of Regulations, Title 19
 - d. State of California Emergency Plan

American Red Cross

1. Services for people affected by disasters

Founded in 1881, the American Red Cross is the nation's premier emergency response organization. As part of a worldwide movement that offers neutral and impartial humanitarian care, the American Red Cross is the community-based organization that mobilizes people to aid victims of disasters with the aim of preventing and relieving suffering. The Red Cross provides disaster services without regard to race, color, national origin, religion, gender, age, disability, sexual orientation, citizenship or veteran status. It follows the Fundamental Principles of the International Red Cross and Red Crescent Movement. The Red Cross is closely integrated into community response efforts, including the efforts of federal, state and local government and non-government organizations. Our goal is to work with all partners to lead a well-integrated, effective and efficient response to every disaster.

The Red Cross provides disaster services pursuant to its Bylaws and other internal policies and procedures as well as its Congressional Charter (USC 36 §300101-300111). In the Charter, Congress authorized the Red Cross "to carry out a system of national and international relief in time of peace, and apply that system in mitigating the suffering caused by pestilence, famine, fire, floods, and other great national calamities, and to devise and carry out measures for preventing those calamities."

Following a disaster, whether natural or human-made, the Red Cross will provide some or all of the following services:

Food, Shelter and Emergency Supplies

During a disaster, our first priority is to ensure that people have a safe place to stay, food, and emergency supplies. Red Cross works with government and community partners to open shelters where residents will find comfort with a hot meal, recovery information, and a place to rest. For emergency workers and people returning to their homes, the Red Cross mobilizes emergency response vehicles from which disaster workers distribute food, water, and essential clean-up items that might not be immediately available in the community.

Welfare Information

Disasters often disrupt regular communication channels and can separate families. Through the Red Cross' nationwide network of chapters, family members may request welfare information regarding their loved ones. The Red Cross "Safe and Well" Web site enables people within a disaster area to let their families and friends outside of the affected region know that they are all right. Clients register on *Safe and Well* at www.redcross.org/safeandwell . During large-scale disasters, individuals without internet access can call 1-800-RED-CROSS to register.

Client Casework and Recovery Planning and Assistance

Red Cross provides individual client services through casework for people with disaster-related needs, with particular attention to those who have experienced significant damage or loss of their homes. This casework process helps the worker to assess the client's immediate needs, and connect the client with items, which may include referrals to local resources and/or financial assistance to meet those needs. The caseworker also engages the client in a brief planning process which can help identify action steps for the client to follow in the first few days or weeks after a disaster. Red Cross caseworkers protect client confidentiality and work closely with other organizations and groups to ensure clients have access to all available resources.

Disaster Health and Mental Health Services

After an emergency, injuries can ensue, essential prescription medicines lost, and the shock and stress of sudden loss can overwhelm a person's normal coping skills. The Red Cross deploys licensed health and mental health professionals who are trained and equipped to provide assistance at the time of a disaster. Disaster health services professionals can provide emergency first aid and medical assessment, triage and replacement of emergency medications with item distribution, financial assistance or referrals to community partners. Disaster mental health professionals provide mental health assessments, crisis intervention and a sympathetic ear to those in need.

2. Services Related to the National Response Framework

The American Red Cross is a co-lead for the mass care component of Emergency Support Function #6 of the National Response Framework. In this role, the Red Cross engages in a variety of activities to support states in their planning, coordinating and executing of mass care programs and strategies. The Red Cross also takes a leadership role in working with other non-governmental organizations and private companies that provide services during a disaster.

3. Aviation Disasters

The National Transportation Safety Board (NTSB) and a "designated independent nonprofit organization" have specific responsibilities for coordinating the emotional care and support of the families of passengers involved in aviation disasters. The NTSB, as part of its Federal Family Assistance Plan for Aviation Disasters and in accordance with the Aviation Disaster Family Assistance Act of 1996 (P.L. 104-264), has designated the Red Cross as the organization responsible for Family Care and Mental Health.

4. Organization

The American Red Cross is a single corporation, chartered by the United States Congress to provide humanitarian services. Its national headquarters, located in Washington, D.C., is responsible for implementing policies and procedures that govern Red Cross activities and provides administrative and

technical oversight and guidance to the chartered units, which include chapters and blood services regions. Each chapter has certain authority and responsibility for carrying out Red Cross disaster preparedness and response activities, delivering local Red Cross services, and meeting corporate obligations within the territorial jurisdiction assigned to it. Each chapter is familiar with the hazards of the locality and surveys local resources for personnel, equipment, supplies, transportation, emergency communications, and facilities available for disaster relief. The chapter also formulates cooperative plans and procedures with local government agencies and private organizations for relief activities should a disaster occur.

Through its nationwide organization, the Red Cross coordinates its total resources for use in large disasters. In order to provide these services, the Red Cross may call on the Federal, state or local government for assistance when voluntary contributions are not sufficient to meet community needs.

Cooperative Actions

The Red Cross and Cal OES shall partner to carry out disaster preparedness and relief activities as follows:

1. Maintain close coordination, liaison, and support at all levels through meetings, training, exercises, and other means of communication. Include a representative of the other party in appropriate committees, planning groups and task forces formed to mitigate, prepare for, respond to, and recover from disasters and other emergencies. Develop joint Standard Operating Procedures for notification of disaster and emergency situations.
2. During disasters and emergencies, in cooperation with CDSS, share critical information on human needs and services provided, such as shelter data.
3. During a disaster or emergency situation the Red Cross will, at the request of Cal OES, provide liaison personnel to the Regional Emergency Operations Centers, State Operations Center, and Joint Field Office. Cal OES will provide work space and, whenever possible, access to necessary equipment. Access to Cal OES disaster information management systems (i.e. WebEOC) will be provided at all times.
4. In addition to existing agreements at the local and state level as coordinated by CDSS, Cal OES will, as needed, facilitate the use of state-owned facilities to augment shelters and service delivery capability.
5. In cooperation with CDSS, develop plans and secure resources to address needs and deliver disaster relief services to people with disabilities and/or access and functional needs, multilingual populations, and other populations with specific needs, in particular during care and shelter operations. During disasters, ensure appropriate coordination occurs with agencies and operations providing emergency animal care/animal shelter.
6. During times of disaster and readiness, the agencies shall keep the public informed

of the parties' cooperative efforts through the public information offices of the Red Cross and Cal OES, as well as the Joint Information Center.

7. Jointly carry out activities that increase community, family and citizen preparedness within California, such as educational events, preparedness campaigns, and preparedness guidance using a whole community approach.
8. Ensure Red Cross capabilities and activities are closely coordinated with lead state agencies and other entities, and are integrated into the California Emergency Functions in accordance with the State Emergency Plan, including, but not limited to, EF 6 – Care and Shelter, EF-8 Public Health and Medical, EF- 11 Food and Agriculture, and EF – 17 Volunteers and Donations Management.
9. Actively seek to determine other areas, projects, and services within the Red Cross and Cal OES where cooperation and support will be mutually beneficial with jointly defined goals and objectives.

Periodic Review and Distribution

The parties will, on an annual basis, on or around the anniversary date of this MOU, jointly evaluate their progress in implementing this MOU and revise and develop new plans or goals as appropriate. This MOU shall be widely distributed within the Red Cross' and Cal OES departments and administrative offices.

Term and Termination

This MOU is effective as of April 3, 2013. It expires on April 3, 2018. Six months prior to expiration, the parties will meet to review the progress and success of the cooperative effort. In connection with such review, the parties may decide to extend this MOU for an additional period not exceeding five years, and if so shall confirm this in a signed writing. This MOU may be terminated by written notification from either party to the other at any time and for any reason or for no reason.

Miscellaneous

This MOU does not create a partnership or a joint venture and does not create any financial commitments from one party to the other. Neither party has the authority to bind the other to any obligation. It is not intended that this MOU be enforceable as a matter of law in any court or dispute resolution forum. The sole remedy for non-performance under this MOU shall be termination, with no damages or penalty. The use or display of the name, emblem, or trademarks of the American Red Cross or Cal OES will be in the case of defined projects and only with the prior express written consent of the other organization.

ATTACHMENT F

MEGA-Shelter Operations

Introduction

Hurricane Katrina and the 2007 Southern California Firestorms have proven the significance of an infallible emergency plan for mass evacuations. In the event of a prolonged disaster, the government may need to activate and operate a mega-shelter. A mega-shelter is a major facility that is used to house thousands of evacuees from a major disaster area. Attachment F of Annex G is a standard operating procedure for the establishment and operation of a mega-shelter in San Diego County. It is a conglomeration of “best practices,” lessons learned, and standards from valuable resources such as the International Association of Assembly Managers (IAAM), the American Red Cross (AMERICAN RED CROSS), and the 2007 Southern California Firestorms After-Action Report.

Mega-Shelter Activation/Termination

The selection and activation of a Mega-Shelter site is facilitated by the Activating Authority outlined in this annex. All efforts should be taken to ensure that the facility meets safety, health, and security standards and/or indicators:

- Air-Conditioned
- Back-up Power Supply
- Adequate Restroom Facilities
- Adequate Area for Feeding Sheltered Population
- Located on Public Transportation Route
- Meet Americans with Disabilities Act Accessibility Guidelines

In the event of an earthquake, contact the following personnel for facility inspections:

- City’s Development/Engineering/Maintenance and Inspection Department of the designated facility’s jurisdiction
- County of San Diego Department of General Services

Within the OA are various facilities that could potentially be utilized as a mega-shelter. As planning continues, each facility will undergo a hazard-analysis inventory to determine its vulnerability to differing disasters. MOUs with the said facilities will be pursued at a later date. The following is a list of potential sites for a mega shelter facility within San Diego County:

San Diego Convention Center 111 W. Harbor Dr. San Diego, CA 92101

Petco Park 100 Park Blvd. San Diego, CA 92101

Qualcomm Stadium 9449 Friars Rd. San Diego, CA 92108

San Diego Sports Arena 3500 Sports Arena Blvd. San Diego, CA 92110

San Diego State University (Cox Arena) 5500 Canyon Crest Dr. San Diego, CA 92182

University of San Diego (Jenny Craig Pavilion) 5998 Alcalá Park San Diego, CA 92110

University of California San Diego (RIMAC Arena) 9500 Gilman Dr. San Diego, CA 92093

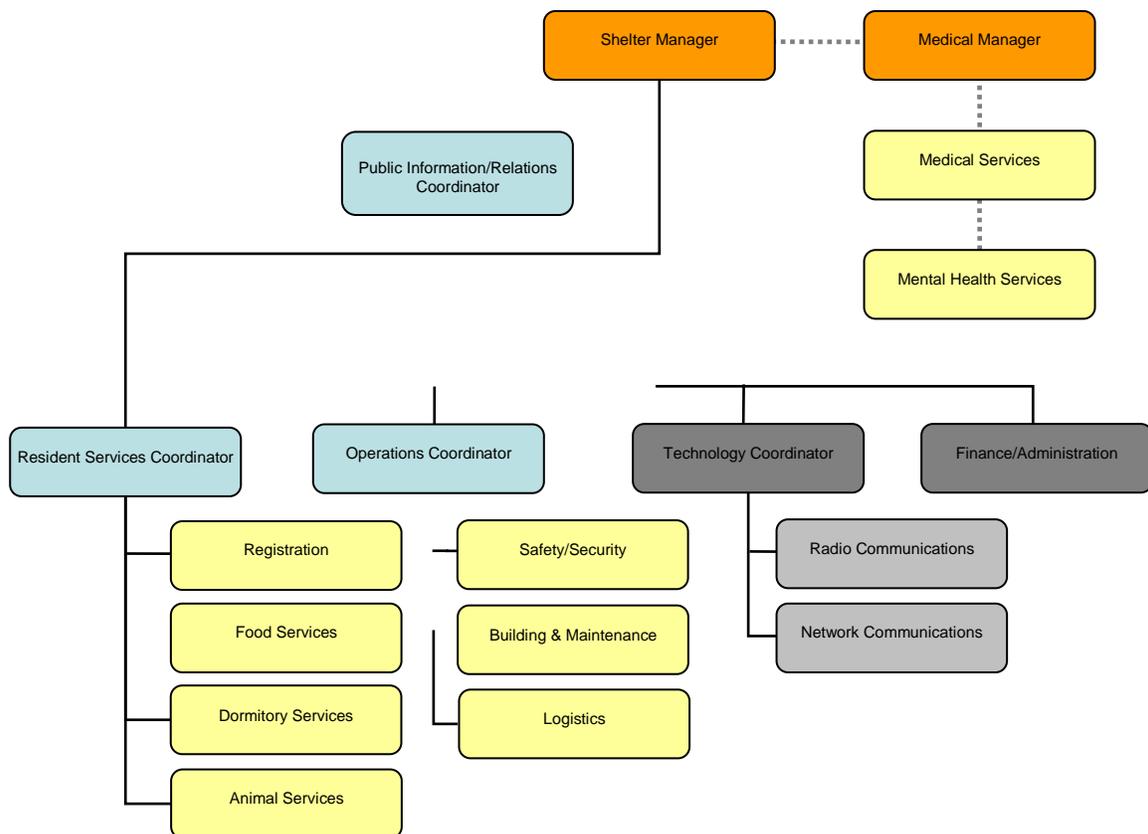
Del Mar Fairgrounds 2260 Jimmy Durante Blvd. San Diego, CA 92014

The Activating Authority will coordinate the shelter contracts, liabilities, and reimbursements through the OA EOC. Upon activation, a Shelter Manager will be appointed in which he/she will review the Shelter Manager Handbook located at the OA EOC, and commence shelter operations.

NOTE: Termination of the mega-shelter operations will commence after the Activating Authority has officially secured from the disaster situation, and normal phase-down and deactivation operations have been completed.

Organization

The functional organization structure of a mega-shelter operation is shown below:



Shelter Manager

Responsible for overall operations at the mega-shelter. Will coordinate resources and services with the appointed directors and report to the Care and Shelter Coordinator at the OA EOC. Shall be a San Diego County government representative.

Medical Manager

If activated, will be responsible for the coordination and operation of medical services. Will maintain communications and provide updates to the Shelter Manager. Shall be a representative from the San Diego County Health and Human Services Agency.

Resident Services Coordinator

Responsible for the coordination and operation of shelter resident services. Will report all updates to the Shelter Manager and maintain communications with appropriate directors. Shall be a San Diego County representative, or from the American Red Cross.

Operations Coordinator

Responsible for coordinating services vital to shelter operations. Will report updates to the Shelter Manager and maintain communications with appropriate directors. Shall be a San Diego County government representative.

Technology Coordinator

If activated, will be responsible for the coordination and operation of technology services. Will report all updates to the Shelter Manager. Shall be a San Diego County Technology Office representative.

Finance/Administration Coordinator

If activated, will be responsible for finance and administration services. Will report updates and make requests through the Shelter Manager. Shall be a San Diego County government representative.

Public Information/Relations Coordinator

Responsible for establishing and maintaining effective relations with the public, the media, facility clients, shelter partners and shelter residents. Will report all updates to the Shelter Manager. Shall be a representative from the San Diego County Department of Media/Public Relations.

Mega-Shelter Operations

Registration Services

The Resident Services Coordinator will coordinate assistance and oversee the following services:

- Evacuee Registration – Registration shall be conducted at a dedicated entry point in order to maintain flow of operations. Different colored wristbands will be used to identify the resident's accessible areas.
- Spontaneous Volunteer Registration – Registration, credentialing and tracking of all volunteers for mega-shelter operations shall be held at an alternate site to ensure proper credentialing procedures. A form of identification will be utilized to identify volunteers.

Food Services

The Resident Services Coordinator will coordinate assistance with the appropriate agencies to provide the following services:

Kitchen Management

Cook and prepare all meals for shelter residents and volunteers.

- All Kitchen units abide by local, State, and Federal sanitation codes.
- The projected food is forecasted within the initial 24-48 hours. Prepare only the quantity of food sufficient for immediate use.
- Food temperatures are kept within appropriate ranges to preserve their quality. Store and maintain food outside the temperature danger zone (TDZ) of 41° F and 135° F.
- Food or water from unapproved sources ARE NOT ACCEPTED.

Catering Management

Ensure that all food and beverages are served in a safe and efficient manner.

- All catering staff has received required training, including safe food handling, and possesses appropriate qualifications to deliver feeding services.
- A designated dining area is established. Food is not permitted outside the area.
- Require all residents to sanitize hands before entering the food service line.

Beverage/Snacks Management

Provide beverages and snacks for the facility to shelter residents, volunteers, and staff.

- Beverages and snacks should be available 24/7.
- Water quality must meet all applicable local, state, and federal sanitation standards.

Nutrition Management

Ensure that foods are consistent with individual needs and dietary recommendations of USDA Guidelines.

- Provide a daily diet of at least 2,000 calories with sufficient amounts of vitamins and nutrients.
- When able, strive to serve meals that meet the cultural and ethnic needs of the shelter population.
- Ensure that serving sizes for meals are 8 oz. entrées, 6 oz. side dishes and 6 oz. desserts, measured in volume. Establish standard meal service times. Avoid serving food after 8:00 pm.

Shelter Resident Services

The Resident Services Coordinator will coordinate assistance with the appropriate agencies to provide the following services:

Lodging

The essential supplies to sustain life in a mega-shelter include:

- Cots/air mattresses
- Pillows & Blankets
- First aid supplies
- Personal care products
- Sanitation supplies
- Hand/bath towels, antibacterial hand soap
- Diapers
- Baby food, infant formula
- Infant care products

Laundry

Coordinate with various agencies/organizations

Pet and Large Animal Services –

Shelter and feed animals for shelter residents

- Plan and establish a safe but separate environment for pets at the mega-shelter. Household pets are not permitted to reside in the shelter.
- Service animals will be allowed into the shelter to assist their owners; however, the owner should be prepared to care for the animal.
- When necessary, identify a location, may be offsite, to house large animals.

Provide Information

Provide periodic briefings to shelter residents

- When appropriate, provide access to media regarding situation of disaster
- Schedule regular briefing, when possible have law enforcement/ fire officials available

Spiritual Care Services and Crisis Counseling

Provide services and counseling

- Spiritual care services and counseling should be provided at identified sites.

Recreation

Provide recreational activities

- Board games, playing cards, books, and stuffed animals would be a welcome diversion for children.
- Family movies can be played on independently run screens.
- If the mega-shelter is expected to be open for more than a week, an entertainment schedule should be created.

Social Services

Provide information on local services, if available

- Flyers should be readily available to provide the following information:
 - Job opportunities
 - Banking needs
 - Pharmacies and hospitals (for services not provided on-site)

Transportation

Provide information regarding possible transportation modes for evacuees to/from shelter facilities

Quality Control

All personnel

It is the responsibility of all personnel to assess and report quality control issues that may be detrimental to the morale, welfare, or safety of shelter residents.

Public Information and Shelter Relations

The Public Information/Relations Coordinator will coordinate with the appropriate agencies to provide the following services:

Information Flow

Ensure accurate, timely information is provided to the OA EOC JIC.

Public Relations

Coordinate media events and coverage

The following information should be determined:

- Designated parking at the facility for all media vehicles
- Press conference area
- Spokesperson for the facility
- Press release writer for the facility
- Telephone policy for dealing with the media
- Drop-off location for special appearances
- Holding location for VIP's while awaiting PIO
- Communication plan to include facility, Red Cross, and FEMA
- Maintain communications with the Shelter Manager.

Resident Relations

Provide disaster recovery assistance to shelter residents

In coordination with the American Red Cross, FEMA and other shelter partners, provide shelter residents with information pertaining to temporary housing and other financial assistance programs

Booths should be established that provide the following information to residents:

- The status of disaster and relief efforts
- List of repopulations as they occur
- Status of family members (if possible)
- Types of available assistance

- A general map of the facility
- Information on bus and trolley times
- A list of Frequently Asked Questions
- Announcements and Updates

Shelter Partner Relations

Coordinate resources/services from supporting agencies. Establish relations with the multiple nonprofit agencies and faith-based organizations to augment services for the mega-shelter operation.

Medical Services

If activated, the Medical Manager will coordinate with the appropriate agencies to provide the following services:

Assessment Team

An assessment team will assess the medical conditions of evacuees to determine the priority of medical attention/services required.

Medical Clinic

Assess the need and coordinate personnel for the following medical services:

- Basic First Aid
- Primary care
- Nephrology
- OB/GYN
- Ear, Nose and Throat
- Pediatrics
- Optometry
- Orthopedics
- Psychology

Assess the need and coordinate the following medical staff:

- Physicians
- Mental Health Counselors
- Nurses
- Emergency Medical Technicians (BLS and ALS)
- Dentists

- Physicians Assistants
- Nurse Practitioners

Medical Transportation

Provide transportation for medical patients to surrounding hospitals and other care facilities.

Morgue

The San Diego County Medical Examiner will assess and facilitate the proper handling of deceased victims at the mega-shelter.

Functional Needs

The Resident Services Coordinator should coordinate with the medical staff on-site to provide the necessary other-than-medical-services for residents with functional needs.

Mental Health Services

When needed, the Medical Manager will coordinate with the appropriate agency to provide crisis counseling at identified sites. If necessary, extended services can be collaborated with community partners.

Technology Services

When activated, the Technology Coordinator will coordinate with the appropriate agencies to provide the following services:

Radio Communications

Provide radios and certified radio operators.

- Assign radio frequencies to designated talk groups.
- Identify and map locations of radio infrastructures to maintain continuity of communications.
- Assign and distribute radios to essential personnel.
- Ensure large inventory of spare radio batteries and harnesses for replenishment.

Network Communications

Provide computer and network services to mega-shelter facility

- Assess the resource compatibility with existing technology services
- Install and configure laptops, facsimile and scanning devices, printers, PDA's, pagers, and 3C video conferencing equipment as necessary.
- Provide network and data support to system operators

Telephone Banks/Internet Connection Centers/Message Centers

Phone banks, internet connection centers, and a message board for should be established for shelter residents in order to allow communications with loved ones.

- Phone banks should be located in the dormitory area as well as in the services area.
- 24 phones/1,000 residents.
- Internet communication centers should be located in an area that can be locked.
- Message center should be a large wall, dry erase board, or chalk board, and in a central location near the dormitory.

Building Maintenance

The Operations Coordinator will coordinate with the appropriate agencies to provide the following services:

General Repairs

Coordinate facility repairs with the facility manager/maintenance director.

Custodial Services

Cleaning crews should be posted at each restroom using a ratio of one person for every eight toilets/urinals. Normal and customary cleaning schedules should be maintained.

Neoprene rubber gloves and tongs that are 12 inches long should be distributed for protection.

Anti-bacterial soap should be distributed throughout the facility.

Custodians and housekeepers should be trained to handle trash cautiously to make sure that they protect themselves against hazards such as needles, blood, stool, and vomit.

Every four hours, cleaning crews should clean the following surfaces in each restroom:

- Walls, up to 8 ft. high
- Partitions
- Doors and knobs
- Counters and face bowls
- Mirrors
- Floors, including around and in back of toilets and urinals
- Trash cans and Diaper bins, cleaned inside and out after each change

- Urinals and Toilets
- Diaper changing stations
- Hand towel surfaces
- Faucets
- Showers

The following areas, throughout the facility, should be cleaned at least once a day:

- Hand rails, including escalators
- Door knobs and panic hardware throughout
- Water fountains
- Public telephones
- Walls, up to eight feet high
- Resident living areas
- Computer keyboards
- Floors and steps
- Exterior sidewalks near the facility

Security Services

The Operations Coordinator will coordinate with the appropriate agencies to provide the following services:

Dormitory Security

Foot patrols to increase visibility should be used to prevent any criminal activity in both the perimeter and the interior of the facility.

Shower times should be extended to 24/7 if necessary to provide convenient access to residents. Security should include a staff member(s) near the designated shower area(s).

A procedure for residents to make complaints about misconduct of all types should be established. Law enforcement officials should be notified of such activities immediately.

External/Perimeter Security

Security posts should be in the outermost areas of the facility, including areas designated for parking, reception, and triage.

Posts should be at all entrances to the facility. An aggressive screening process should be employed utilizing the devices necessary to detect prohibited items.

All doorways leading into the facility that are not declared to be access points should be manned to ensure re-direction through the authorized security checkpoints.

Devices such as bicycle barricades can be used to facilitate an orderly queue of evacuees and assist in processing large numbers of people.

A secured area designated for smoking should allow persons to flow back into the facility without re-screening. Barriers may be used to keep this area secure.

Exceptions to the access rule should be made for facility employees, ARC employees, volunteers, medical staff, etc.

At the authorized access points, a sign listing all of the shelter rules including but not limited to prohibited items, reentry times, and applicable policies should be displayed to encourage compliance. In some cases, signs may need to be in other languages.

Traffic and Parking Operations

The Traffic Coordinator should develop a traffic/parking plan so that traffic, parking, and security are organized, safe, and efficient.

Parking should be predetermined for the following working agencies:

- Facility Staff
- American Red Cross Staff
- City/County/Government Officials
- Medical Staff

Items to be taken into consideration: delivery locations, media traffic and parking, and emergency response accessibility.

Inventory Control

The Operations Coordinator will coordinate with the appropriate agencies to ensure the following:

Designate a Distribution/Receiving Center (parking lot, or secured area)

- Site should be able to be locked or fenced off to establish a security zone
- Should be away from arterial entry points
- Establish shift supervisors to control/oversee bulk inventory
- Pre-position assets for ease of inventory and accessibility
- Create a list of fork lift operators, drivers, laborers
- Determine the need and priority of bulk items