

ANNEX G

Care and Shelter Operations



Operational Area Emergency Operations Plan SEPTEMBER 2022

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

ACKNOWLEDGEMENTS

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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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GENERAL

INTRODUCTION

The function of mass care and shelter is to provide relief to people temporarily displaced by natural, technological or human-caused emergencies or disasters. This annex outlines the San Diego County Operational Area's (OA) planned response for mass care and shelter associated with large-scale disasters. This annex includes information regarding general mass care and shelter, which includes providing for individuals with disabilities and others with access and functional needs, as well as feeding and human services. The intent of this annex is to create a framework for a mass care and shelter event within existing statutory obligations and limitations. This annex does not apply to normal day-to-day operations, rather, it focuses on large-scale, catastrophic events that can generate unique situations.

PURPOSE

The purpose of this annex is to define the framework for how the San Diego County OA will address the sheltering, feeding, and human service needs of persons affected by a disaster.

SCOPE

The Care and Shelter Operations Annex details the organization, responsibilities, and concept of operations for response and recovery functions during a potential, imminent, or

declared emergency. It provides a structure in which to effectively direct, manage, and control the following activities:

- **Mass Care:** the provision of shelter, feeding, and bulk distribution of needed items and related services to persons affected by a large-scale incident.
- **Human Services:** the provision of very basic supplemental services to support the personal and/or immediate recovery needs of individuals affected by disaster. Attention is focused on more vulnerable persons, who because of age, health, disability, language, or medical condition may need additional assistance to benefit from the mass care services described above. Effective service delivery requires coordination with non-governmental organizations.

The San Diego County OA model for shelter operations is integrated and inclusive. The County will use shelter facilities that are ADA-compliant or can be made compliant through modification, and showers and restrooms will be fully accessible to all occupants. Additionally, as part of shelter operations, the County of San Diego will address the needs of individuals with disabilities and others with access and functional needs, which includes individuals who have developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, limited English proficiency or who are non-English speaking, older adults, children, people living in institutionalized settings, or those who are low-income, homeless, or transportation disadvantaged, including, but not limited to, those who are dependent on public transit or those who are pregnant.

Following a large-scale disaster event there will be a transition from mass care emergency services identified above to longer term recovery services and programs. This “recovery support” includes both government assistance and the more sustainable (i.e., ongoing) efforts that evolve from community and faith-based organizations.

This annex aligns with federal Emergency Support Function #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services (ESF #6) and with the State of California Emergency Plan Emergency Function 6 (EF 6) – Care and Shelter. Some aspects of ESF #6 and EF 6 are not included in this annex, including emergency assistance and temporary housing.

WHOLE COMMUNITY APPROACH

The San Diego Operational Area is committed to achieving and fostering an emergency management system that uses a Whole Community Approach and is fully inclusive of individual needs and circumstances. For further details on the Whole Community Approach to emergency management and the integration of inclusive emergency management practices, refer to the Basic Plan.

AUTHORITIES AND REFERENCES

FEDERAL

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, as amended
- Post-Katrina Emergency Management Reform Act of 2006
- Pets Evacuation and Transportation Standards Act of 2006

- Americans With Disabilities Act of 1990, as amended
- Rehabilitation Act of 1973, as amended
- National Response Framework, 2016
- National Incident Management System (NIMS)
- Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters (FEMA)

STATE

- California Emergency Services Act, California Government Code § 8550-8668
- Health and Safety Code § 34070
- Standardized Emergency Management System (SEMS)
- California Government Code § 8593.3 (2016) – Accessibility to Emergency Information and Services

LOCAL

- ◆ “Understanding Between the Unified San Diego County Emergency Services Organization and the San Diego County Chapter of the American Red Cross.” April 10, 1979.

ASSUMPTIONS

- The County of San Diego Health and Human Services Agency (HHSA) is the agency with primary responsibility for overall coordination of shelter operations in the OA. This includes site selection, shelter opening and closing, and managing available resources for shelter sites. It also includes communicating and coordinating with site managers and monitoring service delivery to ensure that shelters are providing a safe environment for displaced residents that meets both their basic and functional needs.
- The Director of HHSA will appoint a Care and Shelter Branch Coordinator to coordinate care and shelter activities in the OA Emergency Operations Center (EOC).
- The American Red Cross (ARC) will serve as the principle organization responsible for operating care and shelter facilities in coordination with the County and incorporated cities. An agreement exists between the County of San Diego Office of Emergency Services (OES) and the ARC for the coordination of mass care and shelter operations.
- The ARC serves as the lead organization for developing potential shelter sites within the OA. The County of San Diego and incorporated cities have generally adopted ARC sheltering principles and practices as the standard for all shelter operations within the OA, regardless of whether the shelter is operated by the ARC, County, or an incorporated city. To augment ARC capabilities, the County of San Diego and many incorporated cities within the OA train employees and volunteers to manage and operate shelters.
- Licensed care facilities, including, but not limited to, Skilled Nursing Facilities (SNFs), Residential Care Facilities for the Elderly (RCFEs), and Adult Residential Facilities, must

develop plans to relocate their clients to like-facilities that can provide a similar level of care.

- It is anticipated that approximately 5% of an evacuated population may seek shelter at a mass care facility. The majority of evacuees will stay with friends/family, move out of the area, or stay in hotels.
- Evacuees in shelters will be provided with public information concerning the disaster through multiple modalities.
- A percentage of those seeking shelter may need transportation from impact areas to care and shelter facilities. Some may also need transportation to and from medical appointments, to pick up medications, or from one shelter to another.
- Medically fragile persons are best sheltered at medical facilities that can support medically fragile persons and their caregivers. Nevertheless, medically fragile persons may present at a general population shelter and will need care until they can be safely transferred to an appropriate facility.
- Generally, service delivery sites (shelters, fixed feeding sites, etc.) will meet ADA guidelines. Temporary modifications may be necessary to meet these guidelines.
- San Diego County OA shelter planning and procedures account for the needs of individuals with disabilities and others with access and functional needs.
- In many cases, temporary evacuation points (TEP), as opposed to shelters, will be sufficient. Temporary evacuation points may provide information and canteen services, but do not provide overnight accommodations, thus requiring significantly less staffing and resources.
- In a case where local shelter capacity is insufficient, the OA EOC will coordinate with the State Department of Social Services (DSS) concerning the coordination of sufficient shelter locations for evacuees and will make efforts to ensure jurisdictions receiving evacuees from an impacted area agree to accept these individuals prior to evacuation. Coordination regarding any federal support will be through the OA and the State.
- San Diego County individuals may choose to camp-out, sleep in cars, or stay close to their property, rather than go to an emergency shelter. These individuals may still have needs and expectations for disaster assistance from the government.
- In the immediate days after a major disaster, neighborhood organizations and houses of worship may emerge to provide care and shelter support independent of local government. The challenge will be in coordinating and supporting their activities.
- In most emergencies, shelters will generally not operate for more than a week. However, in a catastrophic disaster, it is likely that long-term mass care and sheltering will be required until rental assistance and temporary housing resources become available. In that case, the OA EOC Care and Shelter Branch must work with local, state, and federal partners to transition from emergency sheltering to long-term sheltering. At times, non-congregate sheltering, including accessibility for individuals with disabilities and others with access and functional needs, may be provided for longer timeframes, such as where longer quarantine periods are required in the context of a communicable disease.

CONCEPT OF OPERATIONS

The Care and Shelter Annex will be utilized by the San Diego County OA during any disaster event that requires a coordinated response to mass care and human services support. Procedures pertaining to this function are consistent with the National Incident Management System (NIMS), Standardized Emergency Management System (SEMS), and the Incident Command System (ICS).



This Concept of Operations will outline the following care and shelter elements:

- Mass Care Operations
 - Sheltering
 - Feeding
 - Bulk Distribution
- Human Services
- Response Organization and Structure
- Roles and Responsibilities
- Notification and Activation Procedures
- Response Actions
- Deactivation Procedures

MASS CARE OPERATIONS

According to ESF #6, mass care operations are divided into three areas:

- **Sheltering:** Establishing operations which includes selecting shelter sites that maximize accessibility for individuals with disabilities and others with access and functional needs.
- **Feeding:** Coordinating operations which includes procurement, preparation, distribution, and warehousing. May include the use of fixed sites and mobile feeding units.
- **Bulk Distribution:** Distributing emergency relief items to meet urgent needs, which may include food, water, or other commodities.

SHELTERING

STANDARD SHELTERING PROCEDURES

INITIAL ACTIVITIES

During a large event affecting the unincorporated area or more than one jurisdiction and requiring multiple shelter sites, coordination of shelter facility selection and operations will occur at the OA EOC, in coordination with ARC, affected incorporated cities, and relevant partner organizations/agencies that may own/operate the facilities, such as school districts. Shelter sites will be selected from the ARC National Shelter System (NSS) based on the assumption that the public will want to be sheltered as close as possible to their neighborhood. Once a site is selected, the shelter will generally be opened and managed by the American Red Cross with support from the County of San Diego and affected incorporated cities.



Following a major disaster that displaces a large segment of the population or in certain other situations impacting a large number of the volunteer workforce, ARC may not initially have adequate local resources to operate all the required shelter sites. Until such time as they are able to mobilize their national response system (normally 5-7 days), County of San Diego personnel can augment their capabilities by staffing and operating necessary service delivery sites, utilizing Disaster Service Workers (DSWs) and mutual aid resources, if necessary. Many incorporated cities within the OA also have trained employees and volunteers who may staff and operate emergency shelters, should the need arise. Once the ARC national disaster response program is fully mobilized, the ARC will generally assume the lead role for most shelter management functions with the County of San Diego providing overall coordination and support.

SHELTER OPERATIONS

In order to ensure consistent service delivery and a smooth transition in shelter management, incorporated jurisdictions within the San Diego County OA generally follow mass care standards, guidelines, and procedures set forth by the ARC. Therefore, whether shelter sites are opened and operated by the ARC, County, or incorporated cities, they should operate according to the same set of principles.

Shelter sites managed by ARC personnel will report directly to the ARC. Shelter sites managed by County personnel will report directly to the OA EOC Care and Shelter Branch and sites managed by city personnel will report directly to their local EOC. Extensive, ongoing communication is required between the ARC, OA EOC Care and Shelter Branch and affected incorporated cities to ensure coordinated support for shelter operations and to avoid duplication when ordering resources.

In general, if the ARC is managing a shelter, or if the site is operated under the auspices of the ARC (i.e., using ARC trained shelter management staff), then the site is considered an ARC shelter site and the ARC assumes both the liability and cost of the operation. Moreover, the main resource supply stream will come through the ARC. Typically, the ARC will do a pre-

occupancy inspection of the facility with the facility manager before it is turned over for ARC use. Based on the pre-occupancy inspection and a Shelter Agreement between the facility and ARC, reimbursement for facility damage will be honored by the ARC.

The following shelter support functions may be provided:

ARC SUPPORT

- Shelter managers and operations staff
- Health services (as defined by ARC protocols)
- Mental health services (given available disaster mental health service resources)
- Meal, snack, and beverage service
- Operational supplies (cots and blankets, hygiene kits, signage, etc.)
- Site security and traffic control
- Sanitation facilities (i.e., portable toilets, showers, hand washing stations)
- Support for individuals with disabilities and others with access and functional needs
- Housing relocation assistance for shelter residents
- Communications support
- Disaster spiritual care support

COUNTY SUPPORT (UNINCORPORATED AREA OR INCORPORATED CITY REQUESTING ASSISTANCE)

- Access to County-owned facilities/sites for use as shelters or other service delivery functions
- Post-earthquake structural assessment of sites
- Assistance with staffing or managing shelters
- Support with health and behavioral health services
- Operational supplies (cots and blankets, hygiene kits, signage, etc.)
- Site security and traffic control
- Sanitation facilities (i.e., portable toilets, showers, hand washing stations)
- Support for individuals with disabilities and others with access and functional needs
- Transportation resources, including paratransit
- Housing relocation assistance for shelter residents
- Household pet sheltering and support
- Communications support
- Chaplain Corps services

CITY SUPPORT (INCORPORATED AREA):

- Access to city-owned facilities/sites for use as shelters or other service delivery functions
- Post-earthquake structural assessment of sites
- Assistance with staffing or managing shelters
- Operational supplies (cots and blankets, hygiene kits, signage, etc.)
- Site security and traffic control
- Sanitation facilities (i.e., portable toilets, showers, hand washing stations)

- Support for individuals with disabilities and others with access and functional needs
- Transportation resources, including paratransit
- Housing relocation assistance for shelter residents
- Household pet sheltering and support
- Communications support

The San Diego County Operational Area includes household pet care and sheltering issues in the care and shelter planning process. When possible, household pet shelters will be co-located near general population shelters. In the case of non-congregate sheltering, pet-friendly hotels will be sought out.

Shelter Supply System

Logistical support requirements for sheltering events can generally be resolved at the local level. Resources to support operations may come from the ARC, County, incorporated cities, partner organizations, or through pre-identified local vendors and service providers.

Between the combined resources of the ARC, County, and incorporated cities, there are enough stored supplies in the OA to accommodate people in emergency shelters (this includes cots, blankets, comfort/hygiene kits, etc.). During a catastrophic event, it may be necessary to request resources from outside the OA through established mutual aid systems.

Typically, the agency responsible for operating a site has primary responsibility for establishing the logistical support system for the location. If a critical resource is not available through those established channels, a resource request can be submitted to the OA EOC. If the County determines that a requested resource is not available in the OA, the County will consider requesting resources through the State and federal mutual aid system. See Appendix C for a sample list of shelter supplies.

FEEDING

Feeding Operations

As soon as possible, feeding operations will need to be established to serve people in mass care shelters. The scope of feeding operations will be determined by the situation. If the impacts of the incident are limited in scope and the utility systems and restaurant/retail food distribution network is uninterrupted, feeding operations may be limited to providing meals, snacks, and beverages at shelters or other service delivery sites. Typically, the ARC will work directly with their partners to prepare and deliver hot meals to shelters.

However, if the impacts of the disaster are widespread and include utility and private sector food distribution system disruptions, feeding operations may be extensive and involve some or all of the following activities:

- Fixed feeding at shelters and other service delivery sites.
- Fixed feeding sites strategically located in and around the impact area in facilities, such as community centers, churches, schools, or at existing non-governmental organization (NGO) congregate meal sites (for persons not in public disaster shelters).
- Mobile feeding (hot food, beverages, and snack items) in the impact area (ARC and The Salvation Army have mobile feeding units to supplement the efforts of fixed feeding facilities).

- Distribution of packaged food (meals), water, and possibly some miscellaneous feeding support materials.
- Food options for feeding sites that accommodate people with restricted diets (no salt, sugar free, no potassium, gluten free, etc.).
- Distribution of allotments issued through the Disaster Supplemental Nutrition Assistance Program (D-SNAP).

When a coordinated response is needed due to the limited capabilities of local agencies, the OA Feeding Taskforce (FTF) may be activated. The FTF will augment and support feeding operations so feeding capacity and scope of operation is sufficient to support feeding needs. The FTF consists of representatives from volunteer and private organizations active in disaster feeding; non-governmental organizations; private sector food distributors and retailers; private sector vendors and experts in kitchen management; and local jurisdictions and tribes.

For further details about feeding operations, refer to the San Diego County Operational Area Multi-Agency Feeding Plan.

Food Source Options

In catastrophic disasters, when utility, transportation, and other infrastructure are disrupted, feeding operations may initially rely on pre-prepared, packaged meals that are shelf-stable, such as meals-ready-to-eat (MREs), or commercial products such as “heater meals.” As utilities are restored, or when emergency field kitchens become available, feeding operations will shift from packaged meals to freshly prepared hot meals.

Local options for prepared food when utilities are functional include:

- Local restaurants, hotels, and other commercial suppliers (where the ARC has existing agreements).
- Local non-profit agencies and schools with commercial kitchens.
- Catering companies (where the ARC has existing agreements).
- Large institutional kitchens that are affiliated with government agencies (such as jails, airports, universities).

Feeding options when utilities are disrupted include:

- MRE’s stored at the Joint Forces Training Base in Los Alamitos are available through California Governor’s Office of Emergency Services (Cal OES).
- MRE’s and “heater meals” available from the ARC (2-3 day shipment time).
- Field kitchens available through The Salvation Army, ARC, Southern Baptist Disaster Relief, and through mutual aid requests to the State and federal governments (for preparation of hot meals when local kitchens are largely unavailable).
- Cruise or military ship kitchens.

For further details about food source options, refer to the San Diego County Operational Area Multi-Agency Feeding Plan.

BULK DISTRIBUTION

Bulk Distribution Operations

Based on the severity of the event, the bulk distribution of emergency relief supplies is another service that can be activated to support disaster victims. Bulk distribution programs are designed to provide individuals affected by disaster with access to supplies and materials that are life-sustaining (food and water), or support their recovery (cleanup supplies.) Distribution programs also support the ability of people to continue to shelter-in-place at home versus evacuating to shelter sites for basic necessities. Distribution programs may be required when normal retail distribution systems have been disrupted.

The types of items and amounts that may need to be distributed are based on the situation and may include some of the following:

- Shelf stable food (MREs)
- Water (and containers for water)
- Limited amounts of ice (and ice chests)
- Tarps
- Blankets
- Clean-up kits

Agencies that normally establish bulk distribution programs following large, presidentially-declared disasters include:

- American Red Cross
- FEMA
- The Salvation Army

There are other community agencies that have commodity distribution programs which operate on a day-to-day basis. The Jacobs & Cushman San Diego Food Bank and Feeding San Diego both have extensive food distribution networks in San Diego County and partner with food pantries in neighborhoods throughout the county. Food pantries in turn distribute food to local residents who need emergency food assistance. These agencies may expand their distribution programs to include individuals affected by a disaster.

Points of Distribution

Depending on the scope of damage and areas of the county most heavily impacted, additional fixed distribution points may need to be established at strategic locations (either close to or inside the impact area), where the public can come to receive supplies. The Federal Emergency Management Agency (FEMA) defines these sites as Points of Distribution or POD sites – temporary local facilities at which commodities are distributed directly to disaster victims. PODs will distribute commodities that FEMA and other relief



entities provide to the local jurisdiction. Staffing of POD sites will be coordinated with local and State partners to ensure the presence of security at POD sites. POD sites generally have these characteristics:

- Easy access to major streets
- Large open paved area to park trucks or semi-trailers and off-load supplies
- Traffic flow in and out of the site
- Potential for indoor storage

In addition to fixed distribution locations, mobile supply distribution (where trucks can roam the impacted area and distribute items off the truck) allows relief supplies to reach people who lack the ability to come to fixed distribution points. It provides the opportunity to exercise some control over who accesses the materials because mobile supply distribution will target the worst impacted neighborhoods. The bulk distribution program should be scaled back or discontinued once access to normal retail outlets is restored (generally as soon as utilities are restored and roads reopened), so as not to inhibit economic recovery of the private sector.

HUMAN SERVICES

FAMILY REUNIFICATION

To assist with reunification efforts, shelters may be equipped with technology (Wi-Fi, computers, tablets, etc.) to provide impacted individuals with access to communications systems that facilitate reunification. Some examples of sites that facilitate reunification are American Red Cross Safe & Well, National Center for Missing and Exploited Children, Google Crisis Response, and Facebook Safety Check, among others.

SUPPORT FOR INDIVIDUALS WITH DISABILITIES AND OTHERS WITH ACCESS AND FUNCTIONAL NEEDS

As defined by California Government Code, “the access and functional needs population consists of individuals who have developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, limited English proficiency or who are non-English speaking, older adults, children, people living in institutionalized settings, or those who are low income, homeless, or transportation disadvantaged, including, but not limited to, those who are dependent on public transit or those who are pregnant.”

Programs, services, and activities provided to residents of care and shelter facilities, to the maximum extent possible, will be inclusive of individuals with disabilities and others with access and functional needs.

The following are some general guidelines for meeting these needs:

- Ensure the accessibility of disaster-related services, programs, and facilities are in compliance with Title II of the ADA, including accessible transportation to reach service delivery sites.
- Provide functional needs support services (FNSS) which enable individuals with disabilities and others with access and functional needs to maintain their usual level of independence, safety, and well-being in an integrated shelter environment.
 - Engage County of San Diego Disaster Rapid Assessment Teams (DRAT), County of San Diego Vulnerable Adult Shelter Assessment Teams (VASAT), American Red

- Cross Disability Integration Team, and/or representatives from local disability organizations to help assess and identify functional needs at service delivery sites;
 - Obtain necessary durable medical equipment (accessible cots, transfer boards, walkers, portable ramps, etc.) and consumable medical supplies. The County of San Diego maintains a cache of durable medical equipment and consumable medical supplies. Additional resources can be coordinated via the OA EOC;
 - Refill prescription medications;
 - Provide communications support (sign language interpretation, TTY access, assistive listening devices, translation services, Braille materials, etc.);
 - Provide specific support services (behavioral health services, personal care assistance, space for service animals, etc.).
- Provide service animals and their owners with assistance and support, as needed, which may include access to accessible relief areas and food/water services.
- Provide ongoing support for medically fragile persons evacuated to public shelter settings until they are transferred to a more appropriate care setting. In cases where community residential programs or care facilities need to evacuate, it is best for individuals in those facilities to be placed in a like-facility that can provide a similar level of care.
- As soon as practicable, provide interpretation and translation assistance at service delivery sites so that non-English speaking persons can convey needs and receive disaster information and services.
- Provide for the unique needs of children, adults with children, and pregnant people, which includes providing nutritious, age-appropriate meals and snacks (including formula, bottles, etc.); age appropriate health and behavioral health services; children's bathing and first aid supplies; diapers, sanitation wipes, and proper disposal receptacles; private area for breastfeeding/lactation needs and quiet area for pregnant people; and systems that protect the safety of children (including monitoring play areas, etc.).
- Arrange for transportation services to transport individuals from emergency shelter locations to other service delivery sites, pharmacies, etc. Transportation assets may include the use of bus, rail, and paratransit services.

RESPONSE ORGANIZATION AND STRUCTURE

OA EOC CARE AND SHELTER BRANCH

In an event that requires the participation of multiple care and shelter partners, the San Diego County OA EOC becomes the coordination point for care and shelter operations. Depending on the scope of the event, participation from the following County of San Diego departments may be requested. The following departments may send one or more representatives to the OA EOC to help with response coordination:

- ADA Coordinator
- Aging and Independence Services
- Animal Services
- Behavioral Health Services

- Public Health Services

In addition, the American Red Cross typically assigns a liaison to the OA EOC to serve as a communication link between the OA EOC and ARC care and shelter operations. The ARC liaison in the OA EOC has a seat in the Care and Shelter Branch.

OA EOC CARE AND SHELTER BRANCH ACTIVITIES

The general role of the Care and Shelter Branch is to coordinate support for care and shelter field activities. Again, successful delivery of care and shelter services requires close coordination with ARC operations and the operations of affected incorporated cities. Primary response activities of personnel staffing the Care and Shelter Branch include the following:

- Estimate the number and location of persons who will require services (i.e., sheltering, feeding, or the distribution of relief supplies).
- Develop overall care and shelter service delivery plan.
- Coordinate the identification and opening of shelters, feeding, bulk distribution, and other service delivery sites, and frequency and means of communications between the OA EOC Care and Shelter Branch and the service delivery sites.
- Develop initial resource requirement estimates needed to implement the service plan.
- Determine resource availability among care and shelter support departments and agencies.
- Process requests for unfilled resource needs.
- Request support services, such as post-earthquake structural inspections, site security, transportation, or communications supplies.
- Assign County staff to sites – ensure that worker health, safety, and security needs are met.
- Establish communication with County-operated shelters and other field sites.
- Coordinate resource requests from field sites (ARC sites may make requests thru ARC, city sites may make requests through local EOC).
- Work with ARC and partner agencies to establish feeding programs at shelter sites.
- Arrange for the distribution of food, water, etc.
- Establish physical and behavioral health services for people in shelters.
- Coordinate with County Animal Services regarding the co-location of household pet shelters with public shelters.
- Work with community and faith-based organizations that can support service delivery.
- Collect and verify service delivery statistical information from field sites.
- Provide technical support and guidance to field personnel.
- Arrange support for persons at shelters who require additional assistance, such as unaccompanied minors, persons with disabilities, non-English speaking persons, etc.
- Coordinate site inspections with County of San Diego Department of Environmental Health.
- Coordinate assembly and deployment of the Disaster Rapid Assessment Teams (DRAT) and ensure dissemination of findings through the appropriate channels.
- Identify policy level issues and prepare recommendations for submission to the Policy Group for resolution or approval.

- Provide the OA EOC Operations Section Chief, Planning/Intelligence Section and Joint Information Center (JIC) with situation status updates, including mass care and shelter information for public distribution.
- Facilitate the transition of displaced residents from shelters to interim housing, in coordination with partner agencies and Recovery personnel.

OA EOC CARE AND SHELTER BRANCH FUNCTIONAL UNITS

Depending on the event and its needs, the OA EOC Care and Shelter Branch may activate and staff the following functional units and/or corresponding positions.

CARE AND SHELTER DOC-LEVEL FUNCTIONAL UNITS

Care and Shelter Branch Coordinator

The Care and Shelter Branch Coordinator will help with the overall coordination of shelter operations in the OA. This includes site selection, shelter opening and closing, and managing available resources for shelter sites. It also includes communicating and coordinating with site managers, incorporated cities and the ARC and monitoring service delivery to ensure that shelters are providing a safe environment for displaced residents that meets both their basic and functional needs.

American Red Cross Liaison

Assigned by the local ARC, this position serves as the coordination point between the ARC and the OA EOC. This representative will assist with the coordination of sheltering, feeding operations, bulk distribution, and human services.

AFN Unit Leader

The AFN Unit Leader is responsible for assisting with planning for and implementing care and shelter operations related to individuals with disabilities and others with access and functional needs. The AFN Unit Leader will ensure that equipment and services are provided for individuals with disabilities and others with access and functional needs at shelter facilities, temporary evacuation points, reception and mass care centers, and charging station locations, as needed. Additionally, the AFN Unit Leader will ensure that equipment and services are focused on maintaining health, support, safety, and independence.

County Shelter Team Unit Leader

The County Shelter Team Unit Leader will be activated when it is necessary to activate the County of San Diego Shelter Team in support of emergency shelter operations. This position coordinates all County Shelter Team activities, including the assignment and dispatch of members, managing information flow between the OA EOC and shelter sites, and supporting operational needs. The County Shelter Team Unit Leader will closely coordinate with the ARC and the OA EOC Care and Shelter Branch Coordinator.

Feeding Taskforce Coordinator

The FTF Coordinator will coordinate disaster feeding operations in partnership with the ARC. Mass feeding requires coordination with a range of providers, including community and faith-based organizations, public service agencies, non-government organizations, and private sector vendors. The ARC will provide an assigned representative to liaise with the FTF Coordinator and to coordinate feeding operations with local food providers.

Resource Requests and Availability

Mass care and shelter capacity for responding to a large disaster is dependent on the coordinated sharing of resources between the ARC, County of San Diego, incorporated cities, and partner agencies. Additionally, the San Diego County OA maintains the ability to supplement available resources by purchasing, leasing, or obtaining mutual aid support through state and federal partners. For the most efficient coordination and allocation of resources, there must be direct communication among all care and shelter partners.

Once the need for a resource is identified, the following takes place:

- Identification of local care and shelter partners or County of San Diego departments that may have the required resource available for use. If available, the OA EOC Logistics Section will work with that agency/department to fill the resource request.
- If local care and shelter partners and County departments do not have the needed resources, the OA EOC Logistics Section will look to obtain the resource through an established agreement or through a vendor procurement.
- If the resource is not available within the OA, the OA EOC Logistics Section may request the resource from the State through established mutual aid systems.



In addition, the following guidelines apply to the use of care and shelter resources:

- Each care and shelter partner will be expected to direct and operate its own resources.
- The ARC, County of San Diego, and incorporated cities will generally utilize resources from their own inventory for sites they operate/manage before requesting resources from other partners.
- In instances where requested resources are available from more than one partner, generally, the partner that can provide the resource most quickly, is most skilled in its implementation, or is least directly impacted by the event will be requested to provide the resource.

See Appendix C for a list of Mass Care and Shelter Resources.

EXTERNAL COORDINATION WITH STATE AND FEDERAL PARTNERS

State

If shelter and mass care needs within the OA cannot be satisfied with local resources, the OA EOC Care and Shelter Branch Coordinator will utilize established SEMS/NIMS channels through the OA EOC Logistics Section to request assistance from the State. The Regional Emergency Operations Center (REOC) provides access to State and federal resources and agencies. This includes the State Department of Social Services, which has overall responsibility for coordinating state-level support for care and shelter activities.

The ARC is also represented in the REOC by a liaison whose purpose is to share information between various levels of ARC management and State government and to follow up on ARC resource requests. This liaison also serves as a care and shelter subject matter expert for the State's response operations.

Federal

The State Operations Center (SOC), which supports REOCs, is California's link to the support provided by ESF #6 within the National Response Framework (NRF). The NRF designates FEMA as the lead or coordinating agency for ESF #6 at the federal level. Federal assistance includes support for emergency shelter, feeding, distribution of supplies, first-aid, welfare inquiry, and interim housing.

ROLES AND RESPONSIBILITIES

COUNTY OF SAN DIEGO – HEALTH AND HUMAN SERVICES AGENCY

The County of San Diego Health and Human Services Agency (HHSA) is the lead agency with primary responsibility for overall coordination of shelter operations in the OA. HHSA is responsible for coordinating shelter operations to:

- Identify mass care and shelter assets and services employed during a disaster.
- Resolve problems or gaps which may surface related to mass care and shelter operations and activities.

During a disaster, personnel from HHSA will serve as the Care and Shelter Branch Coordinator. The Care and Shelter Branch Coordinator gathers mass care and shelter information and coordinates efforts to provide sufficient support. Support in this effort comes from the ARC, incorporated cities, and other non-profit and community-based organizations.

The Care and Shelter Branch also processes requests from local governments for mass care and shelter assistance and coordinates potential response actions of agencies and organizations. As the primary agency responsible for coordinating mass care and shelter activities, HHSA will provide assistance in the coordination in the following areas as warranted:

- On-site assistance to disaster workers and displaced individuals
- Behavioral health services
- Individual and mass feeding
- Health services
- Provision of and operation of emergency shelter facilities



- Assistance in the registration and identification of displaced individuals and emergency workers
- Assistance in administration and supervision of disaster relief operations
- Distribution sites for provisions of basic needs supplies such as food, water, clothing, etc.

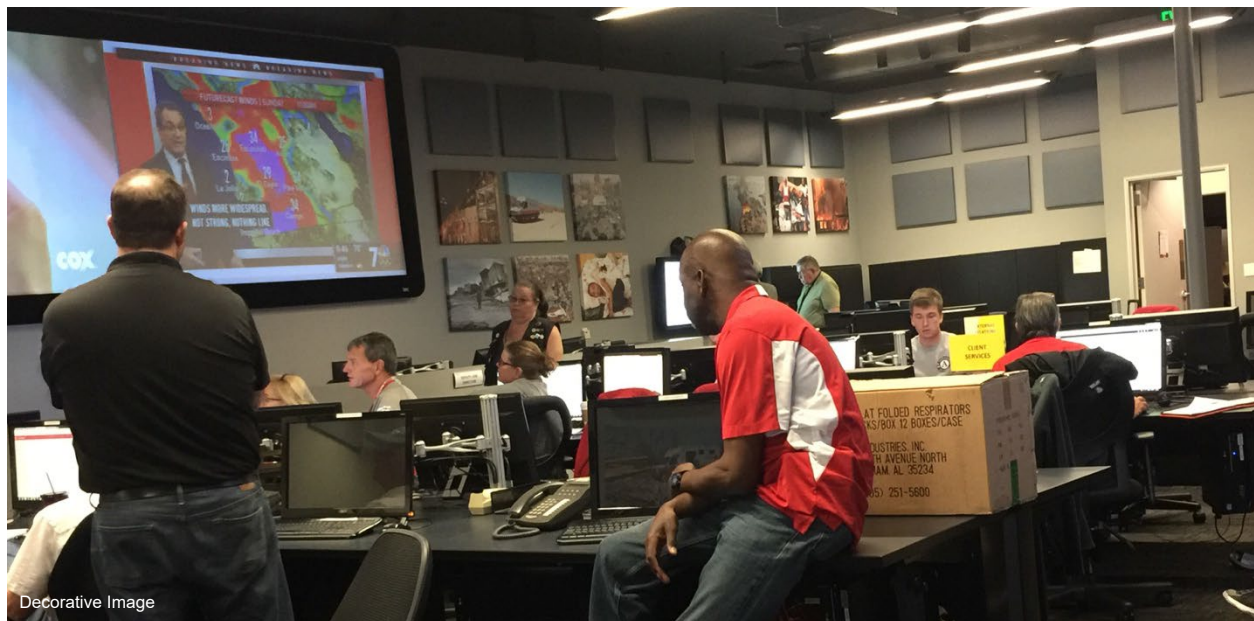
AMERICAN RED CROSS OF SOUTHERN CALIFORNIA REGION

In the case of sheltering, the ARC is a direct partner with local government in helping to fulfill government's legal responsibility to provide care and shelter for residents in times of disaster. The partnership between the ARC, County of San Diego, and incorporated cities requires cooperative efforts during the preparedness phase to clarify roles and responsibilities.

The ARC's ongoing preparedness activities include identifying and surveying shelter facilities. In coordination with local jurisdictions, they work with school districts, houses of worship, community-based organizations, hotel room providers, and government agencies to compile and maintain an up-to-date list of designated shelter locations. They ensure that agreements are in place with designated shelter sites to clarify terms of use. The ARC also trains volunteers and professional staff in shelter operations and disaster preparedness education.

During an emergency event, the ARC provides staff and resources for the following:

- Emergency sheltering
- Fixed and mobile feeding



- Health services
- Mental health support, crisis counseling, and spiritual care
- Disaster welfare inquiry support
- Direct client assistance for qualified individuals/families
- Family reunification
- Bulk distribution
- Liaison for the OA EOC

Additionally, the ARC has a Disability Integration Team that focuses on making sure all residents in emergency shelters have equal access to programs and services offered. The ARC also staffs a family reunification program, that provides human and technological resources to reconnect individuals as quickly as possible following a disaster or incident.

Mechanisms include facilitating communication through available reunification platforms, acting upon urgent requests including unaccompanied minors and separated children, reestablishing contact with family members who have been separated within the disaster area and working with partners to resolve reunification-related inquiries.

It is essential to begin preparing for shelter operations in advance. For this reason, the County of San Diego, in coordination with affected incorporated cities, will coordinate the supply of personnel and resources to manage shelter operations until ARC national resources arrive.

COUNTY OF SAN DIEGO – OFFICE OF EMERGENCY SERVICES

OES coordinates care and shelter planning activities with the ARC, incorporated cities, and the regional Care and Shelter Working Group. In an imminent or actual disaster, OES identifies the need for mass care services and requests assistance from supporting agencies.

COUNTY OF SAN DIEGO – PUBLIC HEALTH SERVICES

Public Health Services (PHS) is responsible for preparing for, responding to, and assisting in recovery activities to meet the disaster-related health needs of individuals and communities. The primary role of Public Health Nurses (PHNs) in emergency shelters is to:

- Prevent the spread of communicable disease and disaster-related illness within the shelter.
- Conduct basic health screenings and provide physical health support.
- Assist with replacing medication, durable medical equipment, and consumable medical supplies.
- Monitor environmental health conditions.
- Assist individuals with activities of daily living and coordinate personal assistance services (PAS).
- Assist individuals with environmental sensitivities and dietary restrictions.
- Leverage partner resources.



County PHNs will operate the Health Services function within a County-operated shelter. Affected incorporated cities and the ARC can request PHN assistance at emergency shelters under their operational control. Additionally, the Public Health Officer has the authority to activate the Medical Reserve Corps (MRC). MRC volunteers are licensed health professionals who can also provide medical support within shelters. Public Health Services is also responsible for identifying and training personnel to serve on DRAT.

To enhance seamless service delivery during a response, PHS will collaborate with ARC and MRC on shelter health service planning and training activities during non-disaster times, via the Public Health Preparedness and Response Branch within PHS.

COUNTY OF SAN DIEGO – BEHAVIORAL HEALTH SERVICES

Crisis counseling resources are typically needed following a disaster. Behavioral Health Services will assign licensed professionals to shelter facilities and service delivery sites to provide behavioral health services. They will also coordinate resources for the continuation of care and treatment of current clients within the Mental Health System that are impacted by disaster.

County Behavioral Health Services personnel will operate the Behavioral Health Services function within a County-operated shelter. Affected incorporated cities and the ARC can request County Behavioral Health Services assistance at emergency shelters under their operational control. Additionally, Behavioral Health Services is responsible for identifying and training personnel to serve on DRAT.

COUNTY OF SAN DIEGO – AGING AND INDEPENDENCE SERVICES (AIS)

The Director of AIS is responsible for appointing individuals to serve as the County Shelter Team Unit Leader in the OA EOC. When the County Shelter Team is activated during a response, this position is responsible for coordinating all activities of the County Shelter Team, including the assignment and dispatch of members, managing information flow between the EOC and shelter, and supporting operational needs.

Additionally, AIS is responsible for identifying and training personnel to serve on VASAT.

COUNTY OF SAN DIEGO – DEPARTMENT OF HUMAN RESOURCES

The Director of the Department of Human Resources is responsible for appointing appropriately knowledgeable individuals to serve as the AFN Unit Leader position in the OA EOC. This position is responsible for facilitating resource and service delivery to meet the needs of individuals with disabilities and others will access and functional needs in shelters and other service delivery sites.

COUNTY OF SAN DIEGO – DEPARTMENT OF ENVIRONMENTAL HEALTH

The Department of Environmental Health monitors shelters and other service delivery sites for proper health standards. They perform inspections with regard to food handling, medical and human waste disposal, sanitation, vector control, and other related functions. They are also responsible for determining the safety of the water supply and the safe use of potable water. They will work with the onsite shelter team to identify, control, and eradicate harmful conditions in the environment.

COUNTY OF SAN DIEGO – PROBATION DEPARTMENT

The Probation Department assists with the coordination of security services at temporary evacuation points, shelters, feeding sites, bulk distribution locations, and other service delivery sites.

COUNTY OF SAN DIEGO – ANIMAL SERVICES

County Animal Services coordinates with the OA Care and Shelter Branch to facilitate the care and sheltering of household pets during a response. The ideal location for a household pet shelter is near or in close proximity to the public shelter. Animal Services will assist with missing and/or misplaced pets, stray animals, injured stray animals, and reunification of owners with their pets. They will also provide referrals to evacuees for animal services and resources, including, but not limited to evacuation assistance, animal care supplies, and veterinary services.

SCHOOL DISTRICTS

Schools Districts may provide resources such as facilities, food, equipment, and supplies to support mass care operations. Generally, given the typically short duration schools are available and impacts to student services, other types of facilities, such as community centers and houses of worship, are sought out as service delivery sites first.

PRIVATE SECTOR

The OA EOC Logistics Section may procure resources from local businesses to meet emergency care and shelter needs. This may be done in coordination with affected incorporated cities. Key businesses include hotels, motels, restaurants, warehouses, sanitation services, etc. Priority needs are facilities for sheltering, feeding, and storing and distributing supplies.

SUPPORTING STATE AGENCIES

CALIFORNIA GOVERNOR'S OFFICE OF EMERGENCY SERVICES

Cal OES coordinates the State response to disasters in support of local government. The office is responsible for assuring the State's readiness to mitigate, respond to, and recover from natural, technological, and human-caused emergencies, and for assisting local governments in their emergency preparedness, response, and recovery efforts.

CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

The Director of the California DSS will serve as the State Director of Care and Shelter and will have the responsibility for coordinating state-wide care and shelter operations and support requests. The DSS will serve as the lead agency in coordinating the State's care and shelter response in support of local operations.

FEDERAL EMERGENCY MANAGEMENT AGENCY

FEMA activates ESF #6 in support of State Care and Shelter response and local efforts to meet the mass care needs of individuals affected by disaster. FEMA is designated as the primary agency to coordinate ESF #6 and ARC is a supporting agency. Following a large-scale, high-impact disaster, FEMA may deploy an Emergency Response Team – National (ERT-N) to the State EOC. The ERT-N is composed of professionals who serve as the initial disaster management team providing assistance to an affected region to coordinate the full range of Federal response and recovery operations.

NOTIFICATION

Given an event that requires some level of anticipated or actual Care and Shelter response within the San Diego County OA, the County of San Diego, in coordination with the ARC and affected incorporated cities, will determine Care and Shelter activation needs. Notification will then be issued to all relevant supporting care and shelter partner organizations and to any additional County or city departments, or community-based organizations, as needed. Notification will be issued through the most appropriate means available given the response.

Upon notification of an event, the County of San Diego, in coordination with the ARC and affected incorporated cities, will begin planning efforts that:

- Define the extent of required care and shelter support.
- Identify potential response/resource requirements and needs.
- Place relevant personnel on standby.
- Determine OA EOC Care and Shelter Branch staffing requirements.

ACTIVATION

The OA EOC Care and Shelter Branch may be activated by the EOC Director, Operations Section Chief, or the OES Duty Officer when an event is anticipated or has occurred that affects the OA and has care and shelter implications. The level of activation will be determined according to the requirements of the event. If the determination is made to activate the OA EOC Care and Shelter Branch, notification to the following departments and community partners may be necessary:

- ADA Coordinator
- Aging and Independence Services
- American Red Cross
- Animal Services
- Behavioral Health Services
- Public Health Services

Activation is based on the size and scope of the event.



- **Level 3 – Minimal EOC Staffing.** This assumes a minor or limited emergency that has displaced enough residents to require the opening of a temporary evacuation point or short-term shelter. In this case, a limited number of positions in the EOC may be activated to support the response.
- **Level 2 – Intermediate EOC Staffing.** A more moderate emergency characterized by the displacement of a larger number of persons and/or the need for multiple shelters or services. Generally, Command Staff and Sections Chiefs are activated with minimum staffing of other positions.
- **Level 1 – Full EOC Staffing.** A major emergency that requires a sustained care and shelter response (i.e., could involve the opening of mass care facilities throughout the

county for an extended period). The event is large enough to require the coordination of numerous resources and information among multiple care and shelter partners.

RESPONSE ACTIONS

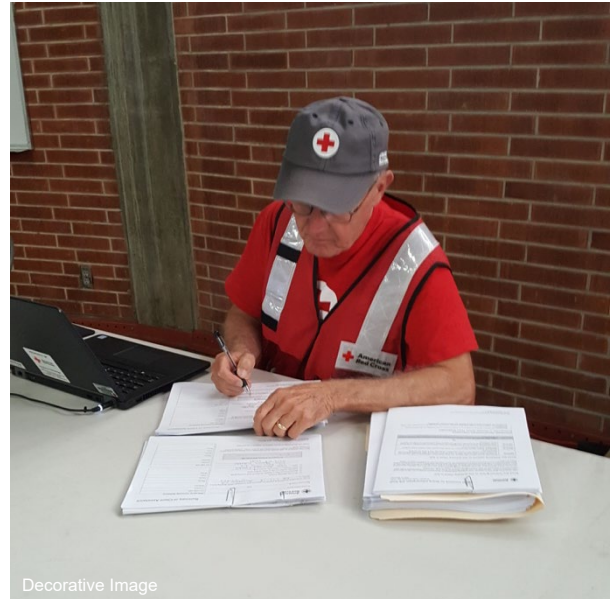
To meet the mass care needs of individuals displaced by disaster within the San Diego County OA, achievement of the following objectives is necessary within the OA EOC Care and Shelter Branch.

STEP 1: ESTABLISH THE OA EOC CARE AND SHELTER BRANCH

- Review preliminary incident data.
- Determine staffing needed for the required level of activation.
- Notify the relevant care and shelter partner organizations (ARC, incorporated cities, etc.).
- Given a large event, prepare County personnel shift schedules at least 3 days out (both OA EOC and field personnel).

STEP 2: GATHER AND ANALYZE INFORMATION

- Based on the level of care and shelter needs involved, develop an initial plan for providing services:
- Estimated number of people requiring shelter support.
- Estimated number of people requiring feeding and/or food and water distribution support.
- General areas (neighborhoods) with significant numbers of displaced households, which may also include the identification of affected institutional facilities, pre-disaster homeless populations, etc.
- Number, location, and sequence of service sites or shelters to be opened.
- Identify where household pet shelters can be co-located with public shelter sites.
- Coordinate lead agencies for each site (generally ARC will be the lead agency and the County and/or incorporated cities will support ARC with operations as needed).
- Coordinate post disaster safety assessment inspections of potential shelter sites.
- Determine the availability of ARC, incorporated cities, and partner agency resources (facilities, personnel, supplies, and equipment).
- Determine the number of ARC, County of San Diego, and incorporated city personnel available for assignment to support sheltering activities.
- Identify expected resource shortfalls.
- Determine where spontaneous shelters may have opened (sites operated independently from ARC, County, or incorporated city) and decide whether to support or consolidate.
- Provide regular situation status updates for inclusion in the OA EOC Action Plan.



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STEP 3: OBTAIN AND DEPLOY RESOURCES

- Begin to implement service delivery plan.
- Mobilize Care and Shelter personnel and resources from partner agencies.
- Work with the ARC, County of San Diego, and incorporated cities to ensure that qualified shelter management teams are identified for each site.
- Request supplies, equipment, and specialized services through the following.

Supporting departments or partner agencies (from inventory or through a vendor) through the OA EOC Logistics Section.

- State and federal agencies (via the OA EOC Logistics Section).

STEP 4: COORDINATE RESPONSE

- Coordinate the opening of shelters and other service delivery sites.
- Ensure that all Care and Shelter site managers have communications equipment (cell phone or handheld radio) for required coordination with the ARC operations center, OA EOC Care and Shelter Branch, or local EOC.
- Coordinate feeding and other basic services as soon as possible:
 - Health services
 - Behavioral health services
 - Security
 - Feeding
 - Transportation
 - Environmental health inspections
 - Support for individuals with disabilities and others with access and functional needs
- Ensure that representatives at the OA EOC are provided with timely information regarding the opening and closing of shelters (this will facilitate the release of public information regarding which shelters are open and their locations).
- Coordinate OA Care and Shelter operations conference calls to facilitate communication and coordination between the ARC, County, and incorporated cities that are operating shelters.
- Expand current sheltering and field response capacity, as needed.
- Develop feeding capacity and response.
- Based on demand, setup bulk distribution for potable water, food (MREs), ice, clothing, sanitary items, and other basic life sustaining supplies.

STEP 5: CONTINUE TO MONITOR, TRACK, AND INFORM

- Monitor overall implementation of the service delivery plan.
- Ensure all shelter sites report current situation status on a daily basis:
 - Daytime population
 - Nighttime population
 - # of new registrations since the last report
 - # of meals/snacks/drinks served since the last report

- Receive and respond to resource or information requests from shelter and field sites.
- Identify potential breakdowns in coordination and support and intervene accordingly.
- Provide ongoing situation reports on care and shelter status.
- Conduct periodic Care and Shelter Branch conference calls with the ARC and local EOCs to:
 - Identify and resolve issues
 - Update situation information
 - Revise service delivery plan
 - Determine future needs
- Coordinate the closing/consolidation of shelters.

DEACTIVATION

The OA EOC Care and Shelter Branch will be deactivated when the need for Care and Shelter response coordination has either diminished or ceased. Care and shelter functions may be deactivated or scaled back at the discretion of the EOC Director and Operations Section Chief. After the decision to deactivate has been determined, the following activities may be necessary:

- Coordinate with non-governmental organizations for long-term case management of clients who have unmet housing needs upon mobilization of shelters.
- Prepare documents for financial reimbursement.
- Complete or transfer remaining care and shelter responsibilities to the appropriate department or organization.
- Provide deactivation information to all involved supporting Care and Shelter departments and organizations.
- Inventory: return to owner, or properly dispose of remaining supplies and assets used in the response.
- Issue a final status report to OA EOC Planning/Intelligence Section Chief.
- Coordinate deactivation with the OA EOC Operations Section Chief to include staff release, equipment return, and inventory.
- Ensure that a debrief is held between key staff, volunteers, and involved County departments.



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APPENDIX A – TYPES OF SHELTERING SITES

Depending on the duration and severity of the disaster, shelter operations can evolve from facilities meant only to support people overnight, to facilities that are more heavily staffed and provide a range of support services.

- **Temporary Evacuation Point (TEP)** – A site with limited resources and staffing as its primary purpose is to provide evacuees with a safe and protected place to congregate temporarily until people can return home or relocate to another facility.
- **Emergency Sheltering (short term)** – Short-term sheltering for evacuees who need a temporary place to stay until other housing arrangements can be made. Typically, emergency shelters will provide food, physical health, and behavioral health services, in addition to other support services based on need. In an ARC-operated shelter, the ARC will typically bring in Client Services teams who provide recovery planning services, which includes referrals to help residents find alternative housing if they are unable to return home. However, if the level of the disaster has significantly limited housing options and the remaining residents will need long-term sheltering support, then the existing emergency shelter sites will be consolidated into a smaller number of longer term sheltering operations.
- **Sheltering (long term)** – Long term shelter operations may continue for months depending on how long it takes to move shelter residents into interim housing. While schools may be used for emergency sheltering, they are not appropriate for long term sheltering. People with needs that cannot be properly supported within a shelter environment will be relocated to appropriate housing.

SPONTANEOUS SHELTERS

In a larger-scale disaster, it is assumed that community shelters, run by organizations other than the ARC, County of San Diego, or incorporated city, will open spontaneously. These sites may be run by neighborhood and community-based organizations or houses of worship. For example, it is assumed that many congregations (churches, parishes, synagogues, etc.) will open their doors to people within that neighborhood needing shelter. Other spontaneous shelters may be run with no formal sponsorship. It is encouraged for organizations considering opening a shelter to coordinate with the OA EOC prior to opening to best coordinate service delivery to the area.

As the County of San Diego, ARC, or incorporated cities learn about these spontaneous operations, assistance may be provided if deemed appropriate. This assistance is contingent on the site meeting some basic health and building safety standards. Both the County of San Diego Department of Building Inspection and Environmental Health Services may be called upon to inspect spontaneous shelters. For sites that do not meet minimum health or safety standards, or are deemed unacceptable for other reasons, the ARC, County of San Diego, or incorporated city will work with the site to address the problem(s). Otherwise, evacuees will be relocated to nearby ARC, County, or incorporated city managed shelters. See Appendix D for the Spontaneous Shelter Assessment Form.

OUTDOOR SHELTERING

Some persons displaced from their residence may converge on public parks or open spaces as an alternative to using indoor mass care shelters. Since these “open shelter areas” will

generally emerge spontaneously, the ARC, County, and incorporated cities must consider whether to take a role in managing the sites from the start to head-off potential health and sanitation problems. A decision to support selected outdoor congregate sites will involve providing comparable level of mass care services as provided to indoor sites.

Due to the complications of outdoor sheltering, it will remain a secondary option to establishing a network of fully serviced, indoor shelter sites.

HOUSEHOLD PET SHELTERS

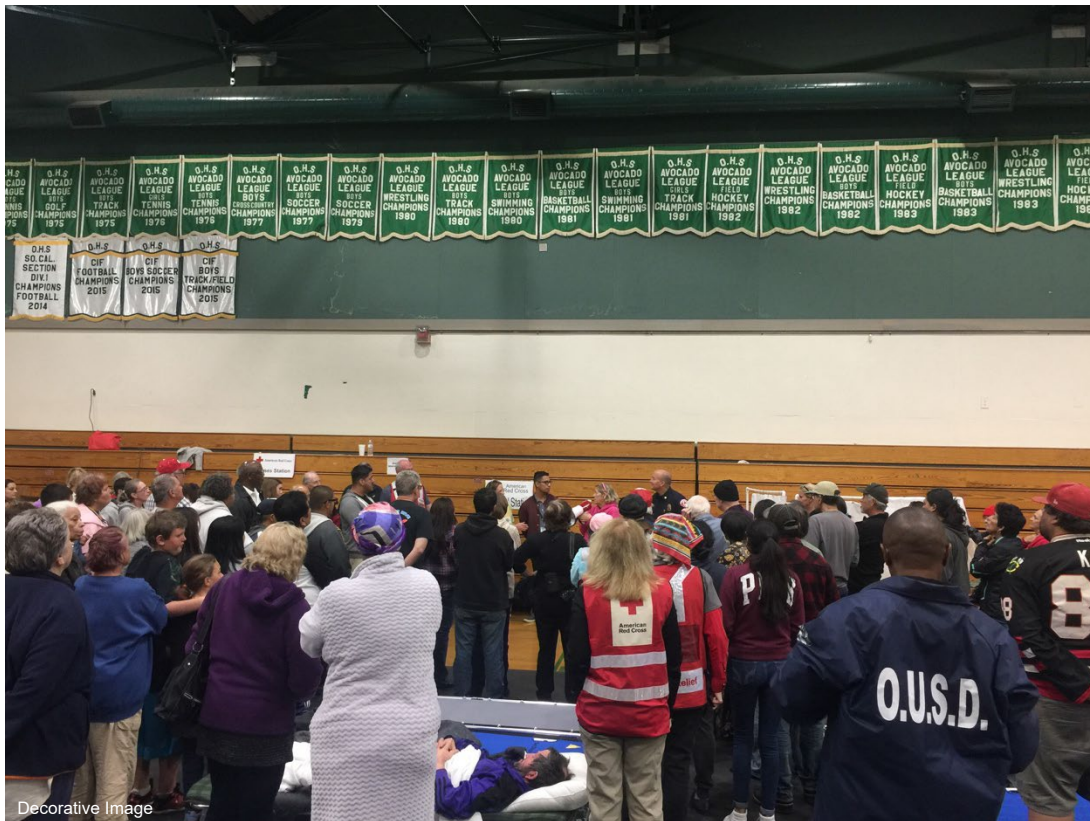
The County Department of Animal Services coordinates household pet shelters during a response in coordination with other local animal service agencies. It is assumed there will be a variety of animal species arriving with pet owners when they evacuate to shelter sites (cats, dogs, rabbits, guinea pigs, reptiles, domestic birds, and other exotic pets). The strategy for managing household pets is to colocate a pet shelter adjacent to the public emergency shelter. See the San Diego County Operational Area Emergency Operations Plan Annex O for additional information on Animal Services.

APPENDIX B: POTENTIAL SHELTER FACILITIES

The San Diego County Operational Area uses the ARC National Shelter System (NSS), which is a central repository for facilities in San Diego County that have been surveyed and identified for potential disaster/emergency shelter use. It is an online database that is maintained by the ARC, but can be accessed by the County of San Diego.

Sites were surveyed using the ARC Shelter Survey and this includes important information related to each facility, including:

- Evacuation and post impact capacity
- Parking capacity
- Food preparation capacity
- Sanitation capacity (how many toilets, sinks and showers)
- Physical structure information, such as construction type, utility information, and sanitation systems
- Facility contact information (who to call to authorize facility use)
- ADA compliance information and, if the facility is not fully compliant, information is included about on-the-spot modifications necessary to make the site temporarily compliant.



APPENDIX C: MASS CARE AND SHELTER RESOURCES

PERSONNEL

PRIMARY

Shelter Managers (Trained)	Health Services
Shelter Workers (Trained)	Behavioral Health Services
Logistics	

SUPPORTING

Animal Services	Health Inspectors
Auxiliary Communication Services (ACS)	Interpreters/Translators
Building Inspectors	Janitorial/Maintenance
Caseworkers	Personal Care Assistants
Childcare Workers	Security
Disaster Rapid Assessment Teams	Vulnerable Adult Shelter Assessment Teams
AFN Unit	

EQUIPMENT AND SUPPLIES

FUNCTIONAL NEEDS SUPPORT

Bath Bench with Back	Offset Canes	Shower Seats
Crutches	Pillows	Transfer Boards
Cups with Handles	Toilet Seat Risers	Walkers
Canes	Ramp – Modular Threshold	Wheelchairs
Footrests	No-tip Cups	Wheelchair Cushions
Hand Clips for Eating Utensils	Ramp – 4 ft.	Charging Stations
Inner Lip Plate (non-skid)	Ramp – 7 ft.	Goggles
Sound Pocketalker Amplifier	Cots	Clothing Protectors

GENERAL SUPPLIES

Blankets	Hygiene Kits (adults and children)	Privacy Screens
Cots (military and accessible)		

MASS CARE KITS

Bowls	Food Grade Thermometer	Serving Utensils
Coffee Maker	Napkins	Silverware
Cups	Plates	

NURSING KITS

Cleansing Wipes	Feminine Products	Playpen
Consumable Medical Supplies	Nitrile Gloves	Potty Seat
Diapers (Baby and Adult)	Pediatric Supplies	

SHELTER MANAGER KITS

Administrative Supplies	Hand-Held Radios	Sound Amplification Devices
Communication Boards	Nitrile Gloves	Toilet Paper
Flashlights and Batteries	Paper Towels	Trash Bags
Forms	Sanitation Spray	Vests (personnel)
Hand Sanitizer	Signage	Wristbands (residents)

APPENDIX D: SPONTANEOUS SHELTER ASSESSMENT

The following questions will help in deciding whether to work with and support an independent shelter with resources (food, water, cots, blankets, etc.):

- **Physical Condition:** The site will require approval from County Department of Environmental Health (and perhaps County Building Inspectors if an earthquake event) to confirm that it is safe to occupy (i.e., no structural damage and no sanitation or occupant health concerns).
- **Site Location:** Is the shelter serving a neighborhood/community that is currently not being served by an ARC, County, or incorporated city shelter? If yes, it is likely filling an unmet need and consideration should be given to supporting the shelter site.
- **Site Management:** Is the agency or group operating the site trusted and/or known by the occupants? If yes, then the site management team is presumably operating the site in the best interest of the occupants.
- **Number Served:** The number of occupants being served by the site should not exceed the site's physical capacity to serve or shelter them. An excess capacity of occupants should be referred to the nearest ARC, County, or incorporated city shelter site.
- **Meeting Occupant Needs:** Given the demographics and/or needs of individuals being served at the site (language, cultural, disability, children, etc.) – there should be evidence that everyone's needs are being met. Otherwise, refer occupants who may require more assistance to the nearest ARC, County, or incorporated city shelter site if the assistance required cannot be provided at the site.
- **Length of Operation:** If the site management group is committed to maintaining the shelter, and there is no immediate need to move out the occupants, then consideration can be given to supporting it.
- **Resource Needs:** Can the ARC, County, or incorporated city provide the resources that the site needs to keep operating? If the answer is yes, then the ARC, County, or incorporated city will need to work on the logistics for getting the supplies to the site.

If these questions can all be answered affirmatively, then supporting the site may be appropriate. The site can be counted as an independent shelter, versus an ARC, County, or incorporated city site (unless the site management function is transferred over to the ARC, County, or incorporated city.) If the ARC, County, or incorporated city cannot work with site management to address any identified deficiencies, and if there is a need to close the independent shelter, then residents will be transferred to the closest ARC, County, or incorporated city shelter site.

ATTACHMENT E: ACRONYM LIST

ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
ARC	American Red Cross
Cal OES	California Governor's Office of Emergency Services
DRAT	Disaster Rapid Assessment Team
D-SNAP	Disaster Supplemental Nutrition Assistance Program
DSS	Department of Social Services
DSW	Disaster Service Worker
EF 6	Emergency Function 6
EOC	Emergency Operations Center
ERT-N	Emergency Response Team – National
ESF #6	Emergency Support Function #6
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
FTF	Feeding Taskforce
HHSA	Health and Human Services Agency
ICS	Incident Command System
JIC	Joint Information Center
MRC	Medical Reserve Corps
MRE	Meals Ready to Eat
NIMS	National Incident Management System
NRF	National Response Framework
NSS	National Shelter System
OA	Operational Area
OES	Office of Emergency Services

PAS	Personal Assistance Services
PHN	Public Health Nurse
PHPR	Public Health Preparedness and Response Branch
PHS	Public Health Services
POD	Point of Distribution
RCFE	Residential Care Facility for the Elderly
REOC	Regional Emergency Operations Center
SEMS	Standardized Emergency Management System
SNF	Skilled Nursing Facility
SOC	State Operations Center
TEP	Temporary Evacuation Point
VASAT	Vulnerable Adult Shelter Assessment Team