



Massachusetts Statewide Mass Care and Shelter Coordination Plan: Local Shelter Toolkit

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Massachusetts Statewide Mass Care and Shelter Coordination Plan: Local Shelter Toolkit

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Section 1

MASSACHUSETTS MASS CARE AND SHELTER STRATEGY

1.1 Purpose

This document is intended to help local emergency managers plan and implement mass care and shelter operations. The document is structured as follows

- **Section 1 Massachusetts Mass Care and Shelter Strategy** describes the key concepts of the Massachusetts Statewide Mass Care and Shelter Coordination Plan.
- **Section 2 Planning Assumptions** provides general planning assumptions that local emergency managers should consider when developing their mass care and shelter program.
- **Tool A Sample Shelter Operations Plan** describes the roles, responsibilities, organizational structure, and standard shelter functions. Local communities can customize this plan to reflect the specific organizations and agencies that will be responsible for shelter operations.
- **Tool B Local Shelter Assessment** provides a tool to help local mass care and shelter partners to assess potential facilities to determine if the facility could be used as a shelter.
- **Tool C Sample Shelter Facility Memorandum of Understanding/ Memorandum of Agreement** provides a tool to establish a memorandum of understanding (MOU)/memoranda of agreement (MOA) with facility owners and operators.
- **Tool D Shelter Setup** demonstrates the key areas within a shelter and the flow of shelter residents upon arrival within a shelter.
- **Tool E Shelter Intake Form** provides a sample shelter registration and triage form that helps shelter coordinators understand the access and functional needs of shelter residents.
- **Tool F Shelter Staff and Visitor Sign-In Forms** allow shelter manager to identify staff and visitors that are in the shelter.
- **Tool G Shelter Situation Report** is designed to be completed by shelter managers to provide local emergency operations centers (EOC) with shelter census data.
- **Tool H Shelter Rules** provides recommended mass care and shelter rules and regulations.
- **Tool I Shelter Resources** provides equipment and supplies that are typically needed in a shelter.
- **Tool J Sample After Action Report** provides a template that can be used to identify lessons learned following an exercise or an actual event.

The guidance information contained within this toolkit is not intended to establish new standards or requirements for local shelter resources or staffing levels. All information contained within should be customized to meet the specific needs and operational structure of the local community.

1.2 Introduction

The Commonwealth of Massachusetts is vulnerable to numerous threats and hazards that may require residents to seek mass care and shelter services. Impacts from snowstorms, tornadoes, heat waves, flooding, power outages, and fires have resulted in mass care and shelter operations in the Commonwealth in recent years.

Sheltering in Massachusetts starts at the local level and is driven by local needs. Local emergency responders provide a range of mass care and shelter services to residents depending on the needs of the community and the type of hazard or threat. However, as the number of people affected by an incident increases or as circumstances require operations be sustained over multiple operational periods, local communities may be unable to meet the needs of the affected population and will request assistance from the Commonwealth for shelter operations. Affected communities may also seek assistance under other circumstances, such as instances where shelter operations persist but the total number of shelter residents is declining. Such instances may dictate the coordination of shelter operations to improve operational efficiencies and improve sustainability.

To enhance the overall mass care and sheltering capabilities of the Commonwealth, the Massachusetts Emergency Management Agency (MEMA) with the aid of other mass care and shelter partners has developed a statewide mass care and shelter strategy and created this toolkit to assist local emergency managers with mass care and shelter planning.

1.3 Mass Care and Shelter Capabilities within the Commonwealth

Local shelter planning is the foundation of all mass care and shelter efforts and capabilities in the Commonwealth of Massachusetts. In most situations, local communities can meet the sheltering needs of their residents. However, during large-scale regional events or prolonged emergency response situations, local mass care and shelter resources may be overburdened. In these situations, the Commonwealth of Massachusetts has developed a statewide mass care and shelter coordination strategy. The following four scenarios are examples of typical mass care and shelter situations where the statewide mass care and shelter coordination strategy may be implemented:

- **Shelter Scenario 1:** Several communities in the Commonwealth are impacted by an incident. Local communities assess the number of individuals seeking overnight shelter accommodations. Many communities have individuals seeking overnight shelter services, but the number of individuals in each community is very small. To shelter these small populations in multiple shelter facilities, a great number of resources would be required.
- **Shelter Scenario 2:** Several communities in the Commonwealth are impacted by an incident. Local communities assess the number of individuals seeking overnight shelter accommodations. Many communities identify a large number of individuals seeking overnight shelter services. These projected populations exceed the local communities' capabilities.
- **Shelter Scenario 3:** Many communities in the Commonwealth are affected by an incident, and many residents from the disaster area are displaced. The incident is so devastating that localized shelter operations are unfeasible in the immediate area.

- **Shelter Scenario 4:** Three weeks after an incident, local communities still have multiple shelters open for a small number of residents. Local communities are finding it difficult and expensive to continue providing services. Coordinating these activities is consuming resources that might otherwise be dedicated to recovery operations.

Under these circumstances, MEMA, American Red Cross (ARC), Massachusetts Emergency Support Function (MAESF) #6 - Mass Care, Emergency Housing, Human Services, and other mass care and shelter partners will determine if a state-initiated regional shelter (SIRS) is needed to supplement local mass care and shelter efforts. *The decision to open a SIRS is made in a collaborative and inclusive manner with state and local stakeholders. Such decisions will include assessing the needs of the affected communities and the capabilities of local and regional service providers.* SIRS increase the overall mass care and sheltering capabilities within the Commonwealth and alleviate some of the mass care and shelter burden on communities.

Table 1-1 below provides a summary of the mass care and shelter options available in the Commonwealth. Tool A Sample Shelter Operations Plan provides sample concepts and procedures to assist with operating personal care sites and local-initiated overnight shelters.

Table 1-1: Mass Care and Shelter Options

Shelter Type	Shelter Services
Personal Care Site	Provides limited services (warming/cooling assistance, food and water [including special dietary needs], access and functional needs services, electricity or charging stations, etc.). Personal care site operations do not include overnight accommodation or dormitory services. The number of individuals using a personal care site and the information gathered from these individuals help local decision makers determine whether a local overnight shelter is needed.
Local-Initiated Overnight Shelter	Provides access and functional needs services and full dietary and dormitory services for a single community.
Local-Initiated Regional Shelters	Provides access and functional needs services and full dietary and dormitory services for multiple communities. Local-initiated regional shelters reflect multiple communities working together to meet the mass care and sheltering needs of their residents and their neighbors. Communities may establish MOU/MOA to share mass care and sheltering cost and resources.
State-Initiated Regional Shelters	SIRS are established to provide larger scale sheltering services when local capacities are exceeded and to maximize the use of resources and staffing to operate shelters across the Commonwealth. These shelters provide access and functional needs services and dietary, dormitory, and pet services. A SIRS serves multiple communities and is initiated by MEMA and operated by the ARC.

Section 1

Table 1-2 describes the four types of mass care and shelter operations, required capabilities, and the services provided during each type of shelter operation and associated with activation of each type of shelter operation.

Table 1-2: Shelter Operation Types and Services

Shelter Type	Required Capabilities	Typical Functions or Services	Activation Conditions
Personal Care Site	<ul style="list-style-type: none"> Americans with Disabilities Act (ADA) accessibility Functional needs support services (FNSS) Other goods and services as needed Parking 	<ul style="list-style-type: none"> Temporary comfort Cooling or heating Water Basic food/snacks Charging stations 	<ul style="list-style-type: none"> Extreme heat Extreme cold Temporary loss of utilities to public
Local-Initiated Overnight Shelter	<ul style="list-style-type: none"> ADA accessibility FNSS Other goods and services as needed Backup power Parking Dormitory Kitchen 	<ul style="list-style-type: none"> Water, full meals Charging stations Dormitory Showers Triage Pet sheltering services 	<ul style="list-style-type: none"> Short - to moderate- term residential displacement Moderate to major residential destruction Extended loss of utilities to public
Local-Initiated Regional Shelters	<ul style="list-style-type: none"> ADA accessibility FNSS Other goods and services as needed Backup power Parking Dormitory Kitchen 	<ul style="list-style-type: none"> Water and full meals Charging stations Dormitory Showers Triage Pet sheltering services 	<ul style="list-style-type: none"> Activated through existing local-to-local agreements to support sheltering or through local agreements to consolidate or expand shelter capacities
State-Initiated Regional Shelter	<ul style="list-style-type: none"> ADA Accessibility FNSS Other goods and services as needed Backup power Parking Dormitory Kitchen 	<ul style="list-style-type: none"> Water, full meals Charging stations Dormitory Showers Triage Pet sheltering services 	<ul style="list-style-type: none"> Local communities are overwhelmed; cannot provide mass care and sheltering services, and/or consolidation of resources will allow more individuals to be served and/or allow for greater efficiencies

1.4 Services Offered in State-Initiated Regional Shelters

It is the intent of the Commonwealth that all individuals seeking shelter at a SIRS will either be safely accommodated in the SIRS or assistance will be provided to find an alternate suitable shelter location. All individuals seeking shelter will be registered and go through the evaluation process to identify the types of support they may need while in the shelter.

The Commonwealth is committed to meeting the mass care and shelter needs of all residents, including those with access and functional needs, to the maximum extent possible. Past events have shown that shelter residents will need access to:

- Transportation
- Durable medical equipment (DME)
- Consumable medical supplies (CMS)
- Personal assistance services (PAS)
- Non-acute medical assistance
- Communication assistive technologies
- Mental health services

Shelter coordinators may also need to provide temporary support for unaccompanied minors as well as adults requiring supervision whom may have been separated from their caregivers.

To address these needs, MEMA mass care and shelter partners are working to improve the Commonwealth's capabilities to provide these services and to provide an environment that maximizes the number of individuals that can safely stay.

1.5 Triage Process

MEMA and mass care and shelter partners anticipate that regardless of the level of planning and support undertaken, there will be individuals with needs that exceed the capability of a SIRS setting. To the extent possible, SIRS coordinators will assist these individuals with finding a suitable location with the capability to provide the necessary support to them during a disaster, such as a non-acute medical facility or a hospital.

The decision regarding whether an individual can safely stay within a SIRS will be determined through a discussion between shelter personnel, the individual, and the individual's caregiver, if present. The decision must take into account the level-of-care needed, the capabilities of the SIRS, and the available alternatives.

If a SIRS is unable to safely accommodate an individual seeking shelter, the shelter coordinators will attempt to place individuals in a non-acute care facility (such as an assisted living facility) or a hospital as appropriate. The SIRS shelter coordinators will work with the Mass Care Specialized Mission Group (SMG), Massachusetts Emergency Support Function (MAESF) #6 - Mass Care, Emergency Housing, Human Services, and MAESF #8 - Public Health and Medical Services in the State EOC (SEOC) to coordinate placement of the individual in a suitable alternate location.

1.6 Local Shelter Communication and Situational Awareness

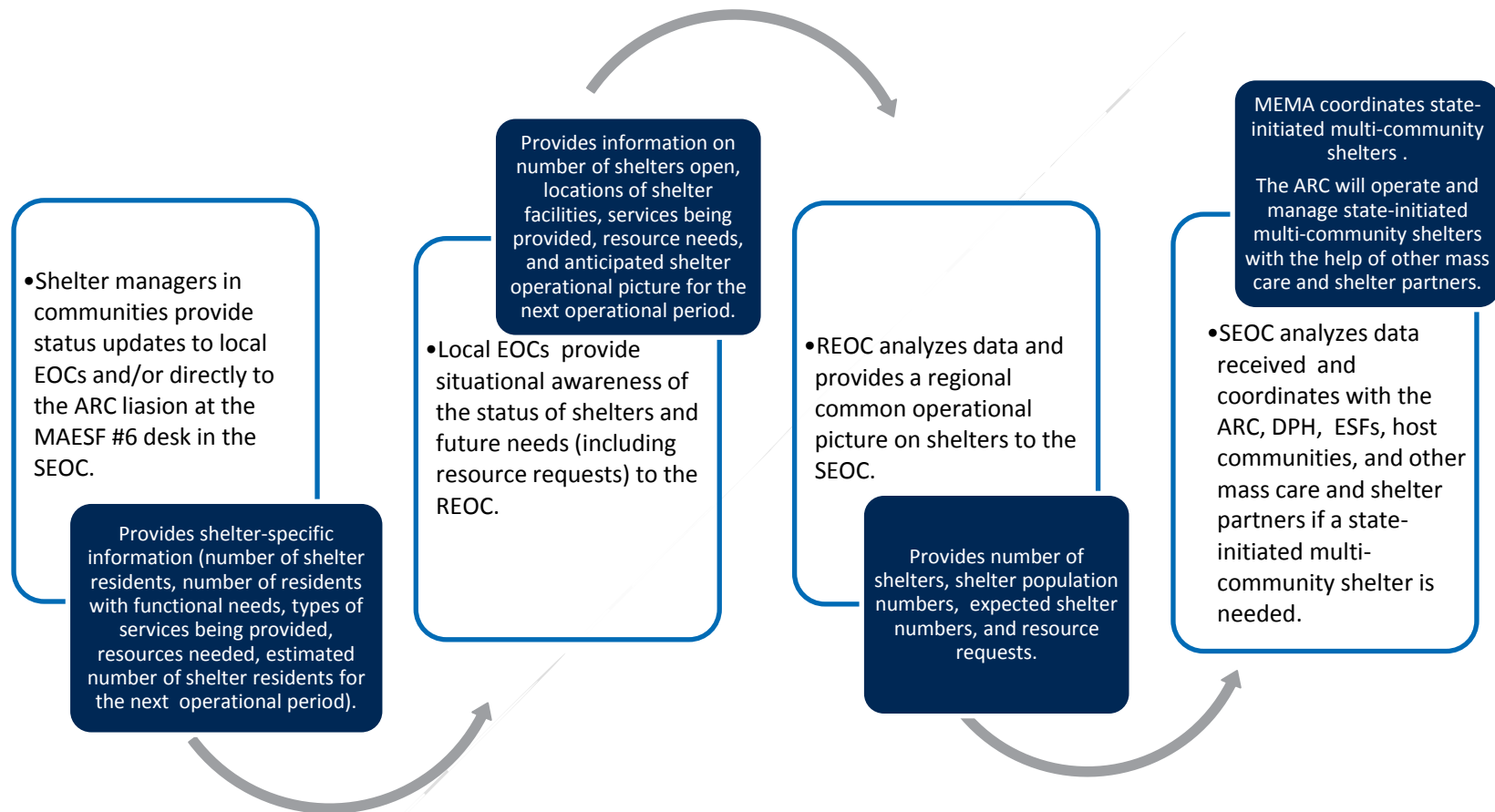
A SIRS will only be activated when MEMA, MAESF #6 - Mass Care, Emergency Housing, Human Services, MAESF #7 - Volunteers and Donations, MAESF #8 - Public Health and Medical Services, MAESF #11 - Agriculture, Animals and Natural Resources, and other mass care and shelter partners have identified that local-initiated overnight shelters are overwhelmed (based on situational awareness) and/or there is a need for a more streamlined use of resources to support mass care and shelter needs. Maintaining good situational awareness and establishing a common operating picture between local communities and MEMA is critical.

To support this process, and once the decision to activate a SIRS is made, the Mass Care Specialized Mission Group (SMG) will be established at the SEOC to serve as a central coordination and management entity for SIRS operations and activities. Additionally, the SMG will ensure that the SIRS has the needed equipment, personnel, supplies, and services needed to successfully support facility operations. The SMG will also work closely with the MAESF's outlined above to ensure sound situational awareness and common operating picture are maintained.

During a mass care and shelter incident, local-initiated shelters should submit a shelter operations status report to the local EOCs. (A sample of the shelter operations status report can be found in Tool G of this toolkit.) The purpose of the shelter operations status report is to provide information on the number of shelter residents, number of residents with functional needs, types of services being provided, resources needed, and the estimated number of shelter residents. Local EOCs collect this data from the local-initiated shelters in their community and submit this information to the MEMA Regional Emergency Operation Center(s) (REOCs). The REOC will track the status of mass care and shelter resource request information and will communicate regularly with the SEOC to maintain situational awareness and to address resource requests, missions, and deployments. Local community shelters managed by ARC may also submit shelter data directly to the ARC representative at the MAESF #6 desk in the SEOC.

The SEOC utilizes this data to obtain a common operating picture on the status of mass care and shelter operations and the potential future mass care and sheltering needs. Using this data, MEMA, in coordination with MAESF #6, MAESF #7, MAESF #8, MAESF #11 and the local communities, will determine if a SIRS is needed.

Exhibit 1-1: Communication Flow



Section 2

PLANNING ASSUMPTIONS

Sheltering in Massachusetts starts at the local level and is driven by local needs. The following assumptions can be used to help guide local emergency planners during the development of their mass care and shelter plan.

2.1 General Planning Assumptions

- In Massachusetts, approximately three to five percent of a local population would come to a local shelter¹ for disasters such as ice storms, tornadoes, and flooding.
- Local mass care and shelters should comply with Americans with Disabilities Act (ADA) requirements and provide functional needs support services (FNSS) to be physically accessible to individuals with disabilities. Assistive aids and services for the provision of effective communication must be ready for use within the shelter.
- Individuals with access and functional needs that are able to independently care for themselves at home may not be able to do so in a shelter setting and may require assistance with activities of daily living.
- Families should not be separated in a shelter. Family members provide each other with the support and assistance necessary to cope with stress related to the incident.
- Individuals may arrive at the shelter with a contagious disease or may become ill while at the shelter. Shelter coordinators should work with local public health authorities to identify appropriate precautions to prevent the spread of contagious diseases.
- Service animals should not be separated from their owners, including during transport to and from a shelter or while at the shelter. Shelter coordinators should make provisions to support service animals, such as coordination of food and supplies, arranging for the hygienic disposal of waste, and a location where service animals may be exercised.
- Local communities should provide educational forums and public information through a variety of media in accessible formats to assist the public in preparing personal, family, pets, and emergency/resiliency plans, specifically for sheltering in place, evacuating, and residing in public emergency shelters.
- Detailed operational plans and procedures exist for the operation of SIRS facilities.
- Local communities should develop a process for tracking the equipment and supplies that are issued from the State.

¹ <http://www.redcross.org/ma/boston>

TOOL A

SAMPLE LOCAL SHELTER OPERATIONS PLAN

This sample shelter operations plan describes the functions and activities associated with running a locally-managed shelter.

INTRODUCTION

Purpose and Authority

This plan identifies and assigns mass care and shelter functions and activities.

Applicability and Scope

This plan encompasses mass care and shelter activities for *(insert jurisdiction)*. The plan is applicable to all department and agencies that may be requested to provide assistance or conduct operations in the context of actual or potential emergencies or disasters.

Situations and Assumptions

(Insert jurisdiction) is subject to a variety of natural, technological, and human-caused incidents that may result in the need for the public to evacuate their place of residence and seek shelter. *(Insert jurisdiction)* has recognized the need for a plan to facilitate a single and effective shelter concept of operations (CONOPS) to facilitate the coordinated implementation of mass care and shelter for members of the public. A uniform and baseline CONOPS will allow *(Insert jurisdiction)* to establish a standardized approach within shelter planning and operation efforts that will enable the usage of the most capable shelter facilities, reduce duplication of efforts or the over-use of limited resources, and increase operational efficiency among shelter missions across the Commonwealth.

- Disasters and emergencies may occur at any time, with little or no warning, resulting in casualties, fatalities, property loss, disruption of essential services, and damage to basic infrastructure and the environment.
- City/township departments and agencies assume responsibility for emergency management operations and will commit available resources to save lives and to minimize personal injury and property damage.
- Incidents are managed at the lowest possible organizational and jurisdictional level.
- Events may have significant impact and/or require information sharing, resource coordination and/or assistance.
- Incident management activities will be initiated and conducted using National Incident Management System (NIMS) principles.
- Extremely short notice asset coordination will be required to support potentially prolonged and sustained operations.
- The *(insert responsible jurisdiction name)* is responsible for coordination of operations and resources during a disaster.

TOOL A

- All shelter operations (including personal comfort sites) will involve the American Red Cross (ARC).

Terms and Abbreviations

This section identifies terms and abbreviations in the mass care and shelter annex.

Activation Trigger – A predetermined decision point that officials will use in shelter planning and operations efforts to identify when to initiate shelter services for an affected population.

American Red Cross (ARC) – A nongovernmental organization (NGO) that provides mass care support during minor to major emergencies.

Americans with Disabilities Act (ADA) – A law enacted by the U.S. Congress in 1990 and later amended in 2008. It is a wide-ranging civil rights law that prohibits discrimination based on disability. A shelter facility that complies with the ADA has met standards that allow reasonable access for individuals with disabilities.

Community Emergency Response Team (CERT) – A CERT is managed by the local emergency management director and is a collection of volunteers within the community that desire to assist during emergencies. CERT members are sometimes used as shelter operations staff.

Concept of Operations (CONOPS) – A document describing a proposed system from the perspective of the stakeholder or stakeholders that will use that system. A CONOPS evolves from a general concept and describes how a set of capabilities may be employed to achieve predetermined objectives.

Functional Needs Support Services (FNSS) – The Federal Emergency Management Agency (FEMA) defines FNSS as services that enable individuals to maintain their independence in a general population shelter. Service animals will not be separated from their owners and will be able to reside with their owner in the SIRS; this is applicable in shelters that provide a different area to accommodate pets. FNSS include the following:

- Reasonable modification to policies, practices, and procedures
- Provisions for durable medical equipment (DME)
- Provisions for consumable medical supplies (CMS)
- Provisions for personal assistance services (PAS)
- Other goods and services as needed

Children and adults requiring FNSS may have physical, sensory, mental health, and cognitive and/or intellectual disabilities affecting their ability to function independently without assistance. Others that may benefit from FNSS include pregnant women, elders, and people with bariatric equipment needs. In addition to those services listed above, the Commonwealth also recognizes that some individuals may require non-acute medical assistance and or communication assistive technologies and services to maintain their independence in a shelter setting.

Hospice Care – End-of-life care provided by health professionals and volunteers. Medical, psychological, and spiritual support is often provided.

SAMPLE LOCAL SHELTER OPERATIONS PLAN

Incident Command System (ICS) – An incident management tool for the command, control, and coordination of emergency response. ICS is widely used within agencies responsible for providing for public safety and public health during emergencies.

Local Sheltering – A method of sheltering that entails activating shelter facilities within the community during emergencies.

Medical Reserve Corps (MRC) – A community-based volunteer group generally comprising medical and public health practitioners (for example, public health officials, doctors, nurses, interpreters). MRC volunteers can help support medical functions or general shelter operations during shelter activations.

Medical Surge – The ability to provide adequate medical evaluation and care during incidents that exceed the limits of the normal medical infrastructure of an affected community.

Memorandum of Understanding (MOU) – A document that describes the general principles of an agreement between parties, but does not amount to a substantive contract.

Nongovernmental Organization (NGO) – A nonprofit or voluntary group that is organized on a local, national, or international level driven by people with common interests. In relation to sheltering, NGOs assist by providing service and humanitarian functions in mass care missions.

Operational Guidance – Strategies based on analysis of identified planning assumptions. Operational guidance is the guidelines based on best practices for emergency managers to keep in mind when devising operational plans and objectives.

Overnight Shelter – A type of shelter facility that will provide the most comprehensive shelter assistance and services to shelter residents. This type of facility is used when an affected population has lost their homes for a temporary to long-term period and cannot return home until it has been deemed safe and/or transitional assistance is required.

Palliative Care – A specialized form of care focused on the pain, symptoms, and stress of serious illness. Relieving and preventing the suffering of patients is the focus.

Personal Care Site – A type of shelter facility that will provide temporary comfort services for shelter residents who are staying in their homes but may need assistance during emergencies for minor needs (for example, clean water, electricity, food/snacks, warming or cooling).

Planning Assumption – An influencing statement related to a particular issue that will help drive operational decision making to provide a set of guidance to alleviate the issue.

Portable Vehicle Message Signs – A gas, oil, or solar powered message tool that is generally used by transportation agencies to notify drivers of transportation-specific information (for example, road closures, construction). These signs can be used during emergencies to display information to the public (for example, shelter location and hours, directional signage).

Quarantine – A method of isolation, typically to contain the spread of something considered dangerous (often a disease or infection).

Shelter – A facility that is activated to provide basic needs to an affected population as the result of an emergency.

TOOL A

Shelter Activation – The commencement of shelter authorization for operation in anticipation of or in response to an emergency. The decision to activate a shelter is made by (insert local jurisdiction) emergency management (depending on the type of shelter solution being used).

Shelter Demobilization – The deactivation of shelter staff and assets once the emergency has been stabilized and shelter residents are able to return to their homes.

Shelter Operations – All of the activities required for the shelter to successfully provide services and attend to the needs of an evacuating population. Shelter operations are conducted by shelter staff and are managed by the shelter manager and emergency management director.

Shelter Resident - A term given to an individual or individuals evacuated from a dangerous area due to some type of emergency impact and housed at a shelter facility.

Shelter Resident Reunification – A term given to the process of reunifying family or friends that have temporarily been separated due to incidents experienced upon impact of an emergency. Evacuee reunification services are generally required when large-scale emergencies or evacuations have occurred.

Shelter Restoration – The process of returning a facility to its original state prior to shelter activation.

Social Media – Web- and mobile-based technology used to communicate or contribute to the exchange of ideas or information. Examples include Face book, Twitter, and LinkedIn.

Voluntary Organizations Active in Disaster (VOAD) – A collection of voluntary organizations that coordinate with each other to help provide various operational needs during emergencies.

SAMPLE LOCAL SHELTER OPERATIONS PLAN

ROLES AND RESPONSIBILITIES

This section outlines shelter roles and their associated responsibilities within the scope of this plan.

Primary and Supporting Entities

The following entities have been identified as having a primary role in the mass care and shelter plan and will coordinate throughout the jurisdiction:

Role	Name of Entity	Point of Contact
Primary Lead Entity		

The following entities have been identified as having a supporting role in the mass care and shelter plan and will coordinate throughout the jurisdiction:

Supporting Entities	Name of Entity	Point of Contact
Local Jurisdiction		
Nonprofit		
Medical		

Responsibilities

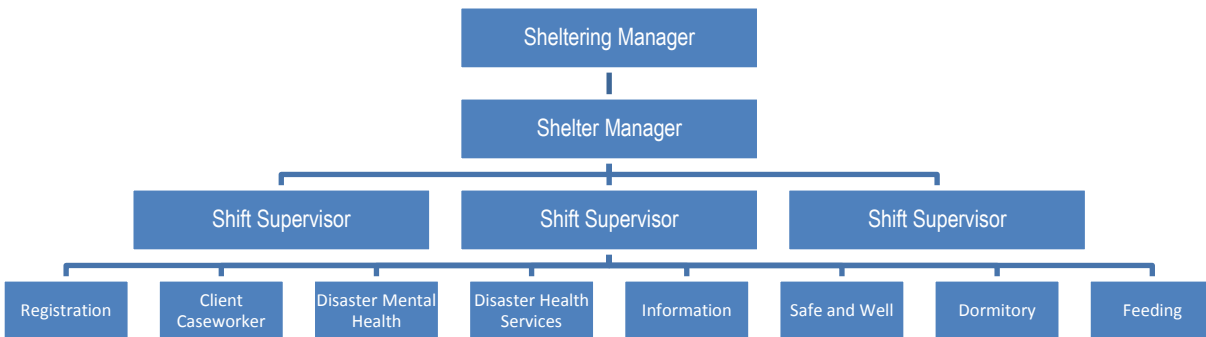
This section describes the responsibilities of each entity listed above during shelter operations.

Shelter Organizational Structure

[The following are sample organizational structures. Select one that is most appropriate to the capabilities within your community.]

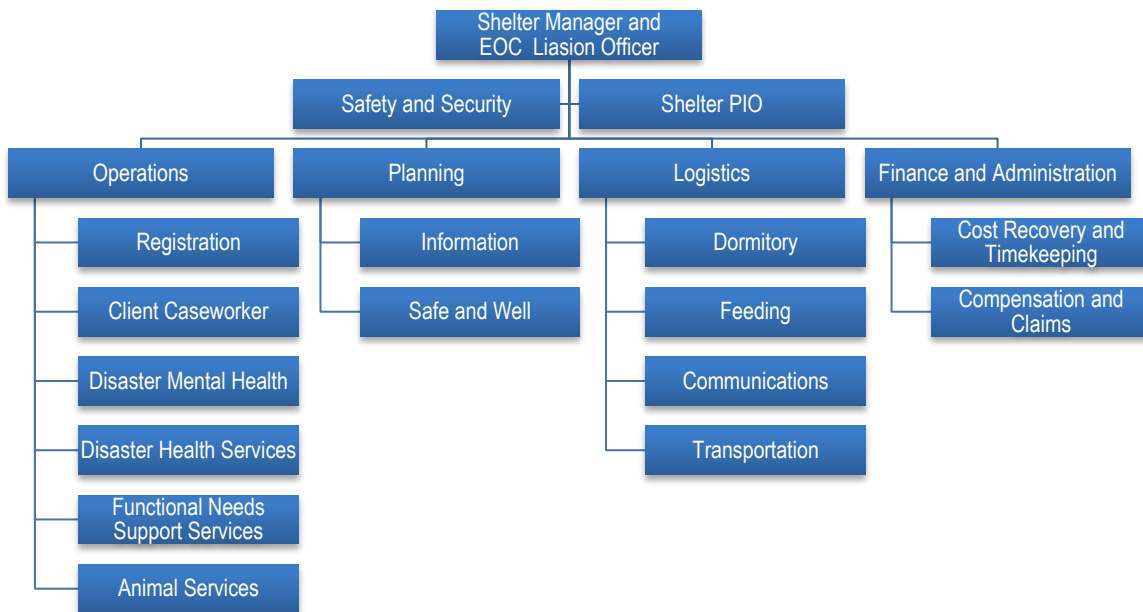
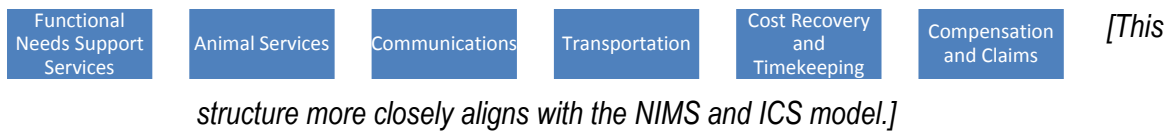
Locally Managed Shelter Organization Chart

[This structure follows the ARC model.]



The following positions are not part of the standard ARC model but should be added

Shelter Organization Chart Option 2



Support Entities within the Local Jurisdiction

The following table outlines the roles and responsibilities of each entity that has a supporting role in the coordination and execution of the shelter plan.

All entities listed below are expected to develop supporting policies and procedures to help them meet the roles and responsibilities outlined below.

SAMPLE LOCAL SHELTER OPERATIONS PLAN

Entity	Roles and Responsibilities
ARC	Shelter management and staffing; coordination of functional needs support services (FNSS)
(Insert agency with the roles and responsibilities outlined in the adjacent column)	Shelter staffing; provides first response assistance with overall health and safety for all families in an emergency shelter environment; provides staffing and supportive services to all agencies involved, including emergency federal financial assistance for all eligible families (for example, food stamps, Temporary Assistance for Needy Families [TANF], child care assistance)
(Insert agency with the roles and responsibilities outlined in the adjacent column)	Coordination of FNSS
(Insert agency with the roles and responsibilities outlined in the adjacent column)	Coordination of pet shelter
(Insert agency with the roles and responsibilities outlined in the adjacent column)	Coordination of FNSS and transportation
(Insert agency with the roles and responsibilities outlined in the adjacent column)	Conduct of shelter facility inspections, infection control, coordination of FNSS
Insert agency with the roles and responsibilities outlined in the adjacent column)	Multi-agency coordination through the EOC
(Insert agency with the roles and responsibilities outlined in the adjacent column)	Provision of transportation services

Shelter Functions

The following table outlines the standard shelter roles and responsibilities that support shelter operations in the mass care and shelter plan.

All roles listed below are expected to develop supporting standard operating guidelines and checklists to help them meet the roles and responsibilities outlined below.

TOOL A

Role	Responsibilities
Shelter Manager	<ul style="list-style-type: none"> ▪ Provide leadership in all areas of the shelter; reports to the shelter manager through the shift supervisors. ▪ Determine appropriate level of staffing. If need be, cover all positions within the shelter. ▪ Initially and Ongoing - Determine which positions need to be activated. ▪ Initially and Ongoing - Determine shift hours. For instance, a 24/hr shelter will have two shifts, perhaps 0800 – 2000 hrs and 2000 hrs to 0800 hrs (8am to 8pm and 8pm to 8am). ▪ Oversee shelter operations. Work with each Shift Supervisor/Section Chief to ensure that shelter needs are met: <ul style="list-style-type: none"> ✓ Registration process and medical evaluations are working efficiently. ✓ Ensure that residents with contagious diseases or sicknesses are separated from regular shelter residents. ✓ Ensure that medications are appropriately stored and secured. ✓ Food is provided at regular intervals each day and those with special dietary needs are accommodated. ✓ Snacks are provided throughout the day. ✓ Security needs are met. ✓ Safety issues are identified and corrected. ✓ Public information is provided regularly and residents have access to Safe & Well program, as well as other resources. ✓ Ensure individuals with functional needs are identified and accommodated. ✓ Ensure that mental healthcare issues are addressed. ✓ Ensure that shelter needs are met and appropriate supplies are on hand. ▪ Conduct regular Shelter Staff Briefings at least 30 minutes prior to conducting Shelter Resident Briefings. Suggested times for Shelter Staff Briefings are 9:30 a.m., 2:30 p.m., and 6:30 p.m. Do not combine Shelter Staff Briefings with Shelter Resident Briefings. Suggested topics for staff briefings include: <ul style="list-style-type: none"> ✓ Provide a situation status to update staff of the disaster. Give staff all the facts known at the time. Liaise with the local emergency operations center (EOC) to obtain this information. ✓ Request each shift supervisor/section chief to provide an overview of current issues and status. ✓ Discuss issues, resolutions, and policies. ✓ Remind staff to take regular breaks and report any signs of stress to the Safety and Security Officer. ▪ Conduct regular Shelter Resident Briefings to update residents on the situation, as well as to dispel rumors and make announcements.

SAMPLE LOCAL SHELTER OPERATIONS PLAN

Role	Responsibilities
	<p>Suggested times for Shelter Resident Briefings are 10:00 a.m., 3:00 p.m. and 7:00 p.m. Suggested topics for shelter resident briefings include:</p> <ul style="list-style-type: none"> ✓ Provide shelter residents with an updated status of the disaster, careful not to provide information that could cause panic or severe stress. ✓ Provide information about the weather and any hazardous areas to avoid. ✓ Provide shelter residents with important announcements. ✓ Provide shelter residents with information on where to locate information for essential services and Safe and Well Registry. ✓ Remind shelter residents of shelter rules and discuss any issues. ✓ Remind shelter residents to sign in and out of the shelter as they come and go. <ul style="list-style-type: none"> ▪ Resolve conflicts as needed. ▪ Liaise with the local EOC staff on a regular basis. Provide shelter information as needed for EOC reports and status boards. ▪ Work with the local EOC to determine criteria for closing the shelter.
Security Staff	<ul style="list-style-type: none"> ▪ Work with the Shelter Manager to determine safety and security needs. ▪ As requested, provide security for any critical facilities, supplies, and materials. ▪ Assist in identifying any danger areas and work with Logistics to seal off those areas. ▪ Provide shelter access control as required. ▪ Coordinate with the Shelter Public Information Officer (PIO) to establish a system to credential all media representatives before allowing them into the shelter. ▪ Refer all media and VIPs to the Shelter PIO. ▪ Provide security input and recommendations as appropriate to the Shelter Manager. ▪ Ensure that all shelter staff takes regular breaks to prevent medical and/or stress related injuries.
Public Information Officer	<ul style="list-style-type: none"> ▪ Establish a media area for interviews or direct media to the local EOC or Joint Information Center (JIC). ▪ Obtain Shelter Manager approval to conduct media interviews and/or VIP tour (one at a time) as long as such action will not hinder shelter operations. ▪ If media requests to interview shelter residents, be sure to get their approval prior to allowing press to interview them. DO NOT allow the media to interview residents without permission.

TOOL A

Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Ensure that shelter residents have access to news reports and information on the television, Internet, and status boards. Coordinate with Logistics for needed equipment and supplies. ▪ Create bulletin boards and computer access to disseminate information to shelter residents. Be prepared to provide the following: <ul style="list-style-type: none"> ✓ Daily news articles on the response to the disaster ✓ News regarding shelter activities for the day ✓ Computer access to disaster welfare information and the Safe and Well system ✓ Information about closed, hazardous, contaminated or congested areas to avoid ✓ Information about essential services available, such as hospitals, medical centers, grocery stores, banks, pharmacies, etc. ✓ Information about weather hazards (if appropriate) ✓ Information about recovery services available ▪ Coordinate with the Safety and Security Officer to establish a system to credential all media representatives before allowing them into the shelter. ▪ Develop appropriate material for shelter residents in alternate formats (for visual or hearing impaired and non-English speaking residents). ▪ Provide information to include in the local jurisdiction PIO press releases. ▪ Monitor commercial television and radio for information and rumor control. ▪ Provide timely and accurate up-to-date information to the Shelter Manager. ▪ Coordinate with the local EOC to develop procedures for release of information concerning the status of relatives/friends in the disaster area.
Registration	<ul style="list-style-type: none"> ▪ Maintain responsibility for registration, which also includes the discharge of shelter residents. ▪ Utilizing appropriate forms, register each individual and/or family entering the shelter. Be sure to ask for emergency contact information. ▪ Refer persons with illness or injury or any medication needs to Medical Health Unit Leader. ▪ Identify shelter residents with special diets or those who need appropriate accommodations and coordinate with appropriate shelter staff person. ▪ Ensure that all shelter residents sign-in and out of the shelter. Identify whether the shelter resident is planning on returning to the shelter or is permanently checking out of the shelter. ▪ Track shelter residents and provide shelter counts as needed for reports.
Client Caseworkers	<ul style="list-style-type: none"> ▪ Work with shelter residents post-disaster to assist them in connecting to resources that will enable them to return home.

SAMPLE LOCAL SHELTER OPERATIONS PLAN

Role	Responsibilities
Disaster Mental Health	<ul style="list-style-type: none"> Work with the Registration Unit Leader to identify shelter residents who need mental health services. Designate a secluded area within the shelter to provide individuals with mental health services. Assess mental health needs and provide crisis support as needed. Work with the Local EOC to provide additional mental health support as needed. Consider coordinating activities for children that will help them express their feelings about the disaster. Provide counseling to shelter personnel as needed.
Disaster Health Services	<ul style="list-style-type: none"> Work with shelter manager and registration to ensure that medical health services and triage are provided in a well-lighted room and an area that is away from public view. Support triage of shelter residents to identify if residents may safely stay within the shelter. During the shelter registration process, you will conduct confidential medical assessments. Separate patients with communicable disease. Provide basic health-related services to shelter residents and staff. Provide emergency first aid as needed. Be aware that those who have pre-existing medical conditions may have onset of physical symptoms due to the stress of the situation. Secure replacement medications, provide information, give first aid care, refer to medical services, and obtain medical supplies. Keep medications and medical equipment in a lockable storage compartment or room. You may need to provide refrigeration for medications. Contact local paramedics to transport medical emergencies to the hospital. If they are not available, coordinate with the local EOC to arrange for transportation to a local hospital. Ensure proper disposal of medical waste.
Functional Needs Supervisor	<ul style="list-style-type: none"> Conduct a walkthrough of the shelter to identify accessibility issues, which include providing access to all areas and services within the shelter; and appropriate signage, parking and communications. Work with the Registration Unit Leader to identify shelter residents who need FNSS. Coordinate with the Transportation to ensure appropriate transportation is available to those with functional needs. Provide individualized shelter orientation to those with functional needs.
Animal Services	<ul style="list-style-type: none"> Assist with obtaining animal supplies for service animals. Assist with obtaining supplies for pets.

TOOL A

Role	Responsibilities
	<ul style="list-style-type: none"> Clearly state the policy regarding pets to avoid misunderstanding when people arrive at shelter. Request supplies, if necessary, to create a holding area (e.g., cages or fencing) until a pet shelter or other accommodations are available. Coordinate with the FNSS to identify shelter residents who require service animals and provide special accommodations as needed. Ensure that all shelter personnel are aware that service animals should not be separated from their owners. Identify a relief area for service animals and pets and provide disposal containers.
Information	<ul style="list-style-type: none"> Gather and disseminate information for shelter residents. Information dissemination can be done in many ways including communications boards, flyers, posters, etc. Coordinate necessary disaster information, including demographics, weather reports, maps, damage assessment information, etc. In the shelter environment, the information management staff will provide caseworkers with damage assessment information specific to shelter residents' homes and provide shelter staff and shelter residents with weather information. Collect and analyze shelter census data and provide information to shelter manager.
Safe and Well	<ul style="list-style-type: none"> Support shelter resident with entering their data into the ARC Safe and Well system
Dormitory Management Staff	<ul style="list-style-type: none"> Maintain overall responsibility for the setup and maintenance of the sleeping areas and responsibility for management of the dormitory staff.
Feeding	<ul style="list-style-type: none"> Ensure that there is appropriate handling, disposal, and storage of food. Be sure to utilize gloves when preparing and serving food. Identify and set up an area within the shelter to serve snacks, meals, and beverages. Work with the Shelter Manager to set an appropriate feeding schedule and post the times. Organize a central kitchen and determine what your needs are for equipment and supplies. Determine the number of shelter residents and staff that will require food, snacks, and beverages. Work with local vendors to provide foods as required. Plan meals in advance to provide food in a timely manner.
Communications	<ul style="list-style-type: none"> Set up and provide support for communications equipment being used in the shelter. Set up an area where shelter residents can access computers and/or landline phones for relief and recovery resource information.

SAMPLE LOCAL SHELTER OPERATIONS PLAN

Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Ensure a television is provided for viewing to shelter residents as soon as possible. ▪ Work with the FNSS Unit Leader to ensure that communications equipment is accessible. ▪ Monitor operational effectiveness of shelter communications systems. Obtain additional communications capabilities as needed.
Transportation	<ul style="list-style-type: none"> ▪ As the need for transportation is identified, coordinate the acquisition of transportation services through local agencies such as ambulance companies, school bus providers, public transportation agencies, local government, or private entities. ▪ As information develops, analyze the situation, and anticipate transportation requirements. ▪ Work with the FNSS to ensure that transportation is available that will accommodate wheelchair access if needed. ▪ Arrange for animal transportation to designated animal shelter as needed. ▪ Be prepared to provide transportation for food and/or supplies if needed.
Cost Recovery and Timekeeping	<ul style="list-style-type: none"> ▪ Maintain records of all shelter personnel time worked at the shelter. ▪ Maintain records associated with the shelter for cost recovery. ▪ Document and track all compensation claims for damaged property and/or injuries from the shelter operation. ▪ Establish a procedure for tracking costs associated with shelter operations and ensure that shelter staff is aware of the procedures. ▪ Gather the completed Shelter Staff Sign-in/Out Forms for each operational period (every 12 hours). Ensure that shelter staff is appropriately signing in and out for each shift worked. ▪ Provide cost summary and timekeeping reports as needed.
Compensation and Claims	<ul style="list-style-type: none"> ▪ Prepare to document injuries or damage to property or equipment arising out the shelter operation. ▪ Contact the local EOC and advise them of any injuries or claims. ▪ For injuries to shelter staff, have the shelter Medical Health Unit Leader assess and treat the injuries and arrange for immediate care for life threatening injuries if needed. Obtain direction from the local EOC as to where they should be sent for follow-up treatment.

CONCEPT OF OPERATIONS

(Insert jurisdiction) is subject to a variety of natural, technological, and human-caused incidents that may result in the need for the public to evacuate their place of residence and seek shelter. *(Insert jurisdiction)* has recognized the need for a plan to facilitate a single and effective shelter concept of operations (CONOPS) to facilitate the coordinated implementation of mass care and shelter for members of the public. A uniform and baseline CONOPS will allow *(Insert jurisdiction)* to establish a standardized approach within shelter planning and operations efforts that will enable the usage of the most capable shelter facilities, reduce duplication of efforts or the over-use of limited resources, and increase operational efficiency among shelter missions across the local jurisdiction.

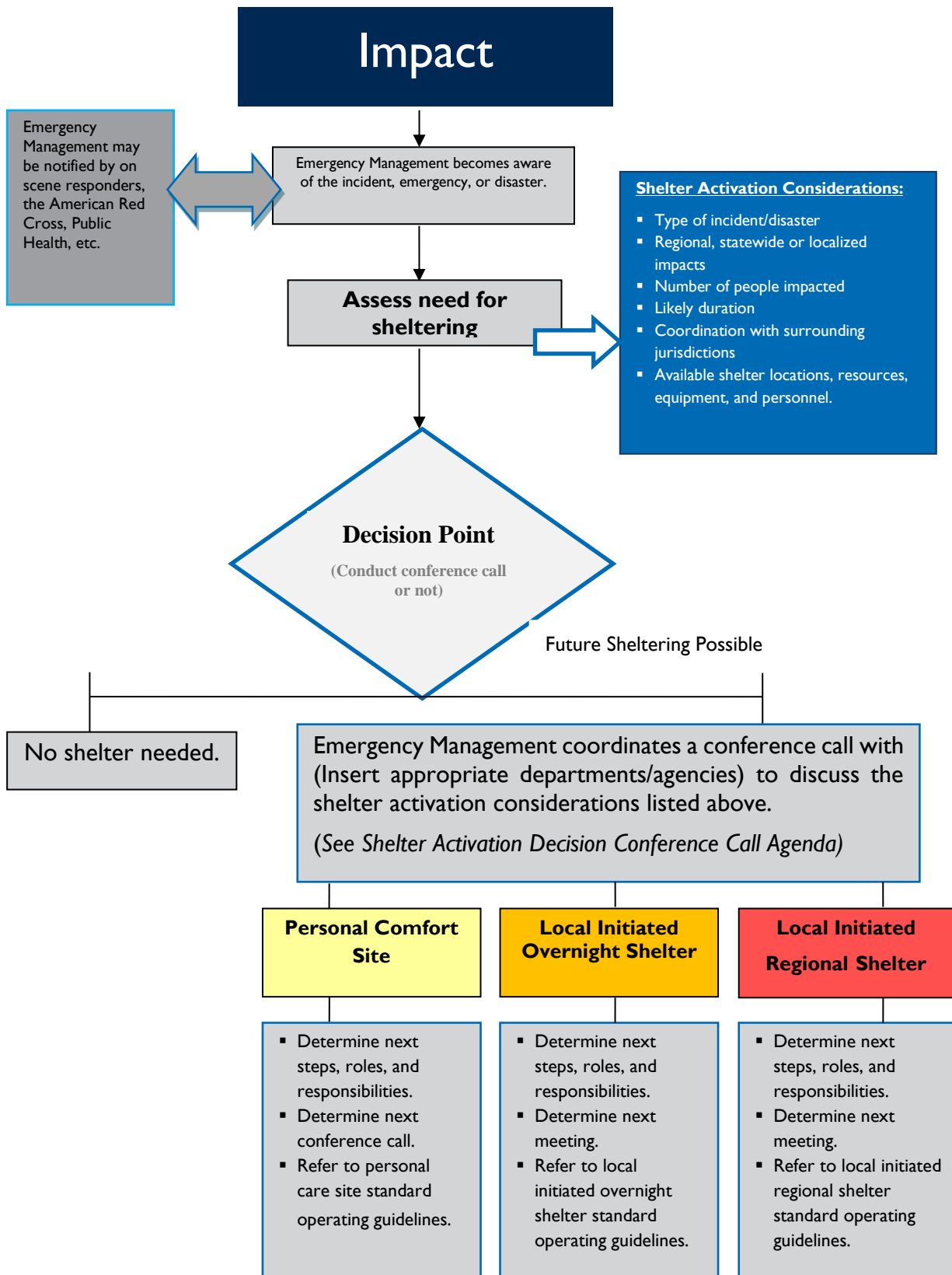
Local sheltering will entail a systematic approach that seeks the best and most effective shelter solution to meet the shelter need. That is to say, a shelter solution will be implemented that requires the least personnel and equipment resources to provide the most appropriate aid and comfort to the greatest number of shelter residents. To that end, *(Insert jurisdiction)* may find useful guidance using the following sequence of activities associated with this CONOPS:

- Determine local shelter need.
- Determine type of facility to activate to meet shelter need.
- Determine specific facility to activate based on impact of incident.
- Notify shelter agencies to activate local shelter.
- Staff and open local shelter.
- Notify public of local shelter activation.
- Operate local shelter.

Triggering Conditions

(Insert local jurisdiction) has established a Shelter Coordination Team to assess the situation in anticipation of or in response to an emergency and determine the appropriate course of action as it pertains to shelter and mass care needs. The Shelter Coordination Team is composed of the *(insert the departments/agencies constitute this team)*. Upon recognition of the type of event, and the expected or actual impact, the Shelter Coordination Team will determine the type of shelter needs required to adequately respond to anticipated or actual shelter needs and services. By appropriately anticipating the shelter needs, the Shelter Coordination Team will position themselves to select the best and most capable facilities that will operationally meet the shelter demands placed upon *(insert local jurisdiction)*. To help determine need, the *(insert local jurisdiction)* agencies will use predetermined triggers that have been established and based on general understandings of types of emergencies and their expected impacts on the community.

The diagram below describes the factors that local jurisdictions should consider as part of their decision-making process for activating local shelters.



TOOL A

Determine Local Shelter Need

The Shelter Coordination Team will assess the emergency in anticipation of or in response to an emergency. Upon recognition of the type of event and the expected or actual impact, the Shelter Coordination Team will determine the type of shelter need that is required to adequately respond to anticipated or actual shelter needs and services. By appropriately anticipating the shelter need, the Shelter Coordination Team will position themselves to select the best and most capable facilities that will operationally meet the shelter demands placed upon (insert local jurisdiction). To help determine need, the Shelter Coordination Team will use predetermined triggers that have been established and based on general understandings of types of emergencies and their expected impacts on the community. Once the need has been established and (insert local jurisdiction) Emergency Management has made the determination to activate a specific shelter(s) the shelter(s) must be evaluated by the (insert appropriate agency responsible for inspection of shelter(s)) for the final approval on the site before the shelter(s) doors can be opened.

The following is a recap of the most important activities of this task:

- *Who responsible for this action?* The Shelter Coordination Team will implement/coordinate local shelter.
- *When should this action be performed?* Immediately after recognition of a potential incident (natural, technological, or human-caused) and its impact on (insert local jurisdiction).
- *What does this action entail?* Determine the need for shelter. In addition, continue to monitor the emergency and reassess shelter needs throughout the incident.

Determine Type of Facility to Activate to Meet Shelter Need

Upon firm establishment of the need to pursue sheltering as a form of protective action for an at-risk or affected population, the Shelter Coordination Team will collaborate with other (insert local jurisdiction) departments/agencies to determine the type of shelter facility within (insert local jurisdiction) that will operationally serve as a best-fit solution to address identified shelter needs.

The following is a recap of the most important activities of this task:

- *Who is responsible for this action?* The Shelter Coordination Team will implement/coordinate local shelter.
- *When should this action be performed?* Immediately after recognition of potential incident (natural, technological, or human-caused) and its impact on (insert local jurisdiction).
- *What does this action entail?* Using the prioritized shelter list, determine which pre-identified facility best meets the current shelter need (personal comfort site, local-initiated overnight shelter, or a local-initiated regional shelter).

Using their shelter plan or list of shelter facilities, the Shelter Coordination Team will determine the actual and operational shelter capability with regard to activating and staffing the following types of facilities:

SAMPLE LOCAL SHELTER OPERATIONS PLAN

Type of Facility:	Functions Provided:
Personal Care Site	Provides limited services (warming/cooling assistance, food and water [including special dietary needs], access and functional needs services, electricity or charging stations, etc.). Personal care site operations do not include overnight accommodation or dormitory services. The number of individuals using a personal care site and the information gathered from these individuals help local decision makers determine whether a local overnight shelter is needed.
Local-Initiated Overnight Shelter	Provides access and functional needs services, full dietary, and dormitory services, for a single community.
Local-Initiated Regional Shelter	Provides access and functional needs services, full dietary, and dormitory services for multiple communities. This occurs when several communities come together and provide shelter services for multiple communities. This can be through the use of memoranda of understanding (MOU)/memoranda of agreement (MOA) to form shelters that support multiple local communities and share costs/resources, but are run independent of the state-initiated regional shelter (SIRS).

Shelters expected to deliver a wider range of shelter services will follow ARC and ADA guidelines and standards.

Select a Shelter Facility Based on Impact of the Incident

- With the determination of the type of facility that will be required to meet identified sheltering needs, the Shelter Coordination Team, in conjunction with other (*insert local jurisdiction*) departments/agencies, will work with their prioritized list of shelter facilities to identify where the specific shelter facility (personal comfort site, local-initiated overnight shelter, local-initiated regional shelter) will be located. The specific location of the shelter facility that is to be activated will depend upon the type of emergency and the anticipated or actual impact of the emergency. Additionally, depending on the affected area or affected population, multiple shelter facilities within (*Insert jurisdiction*) may require activation (for example, two personal comfort sites with east and west side operations). It is possible that the circumstances of an incident may require a personal comfort site to progress to immediate shelter operations or overnight shelter operations in the same facility. Specific locations for shelters should be situated outside of the affected area away from evacuation zones but accessible for shelter residents and will not conflict with a facility's non-shelter purpose (for example, schools). A guide for selecting a shelter facility based on the impact of the incident will be used by the Shelter Coordination Team to assist in this particular task, which will provide enhanced decision making and the ability to avoid loss scenarios associated with selecting facility locations that do not appropriately address shelter needs and operational capability in relation to incident impact.

The following is a recap of the most important activities of this task:

- *Who is responsible for this action?* The Shelter Coordination Team will implement/coordinate local sheltering.

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- *When should this action should be performed?* Immediately after determination of the type of shelter facility to be activated.
- *What does this action entail?* Using the local shelter plan or prioritized shelter list, select one of the pre-identified facilities which will be least affected by the consequences of the incident.
 - ✓ Select a shelter facility that is least affected by the incident (outside of evacuation area, accessible by shelter residents, etc.).
 - ✓ Select shelter facilities that will least conflict with the facility's non-shelter purpose (school) after the incident has passed.

Shelter(s) will be evaluated by the (insert appropriate entity responsible for inspection of shelters) for the final approval on the site before the shelter(s) doors can be opened.

Notify Shelter Agencies to Activate Local Shelter

To meet the needs of shelter residents within affected communities, staff will be required to support any shelter activation upon its occurrence. Local jurisdiction departments and agencies tasked with shelter operations and providing support staff will be notified by *(insert local jurisdiction)* Emergency Management immediately after a decision has been made to activate a shelter(s). Once notification from the *(insert local jurisdiction)* Emergency Management is received, the departments and agencies tasked with support will initiate notification of the need to mobilize to their own staff. The mobilization of shelter operations support staff will vary depending upon the type of shelter facility that is to be activated. The Shelter Coordination Team will use a standardized organizational staffing and resource plan to accomplish this task. Through pre-event planning efforts, the Shelter Coordination Team will have identified which staff will operate at shelter locations depending on the type of facility, and will have a list of persons to notify. Staff notification will include the type, time, and location of the shelter facility activation and any particular needs or special requirements as shelter operations commence. Guides that will include best practices for shelter organization staffing and resources and notification of shelter activation will be used by the Shelter Coordination Team.

The following is a recap of the most important activities of this task:

- *Who is responsible for this action?* The Shelter Coordination Team will implement/coordinate local sheltering.
- *When should this action should be performed?* Immediately after selecting the shelter facility to be activated.
- *What does this action entail?* Using a shelter activation trigger guide and the shelter-specific shelter organization staffing and resource plan, notify the appropriate agencies (shelter staff, shelter support personnel, local dispatch centers, public safety partners, etc.) with pre-identified roles and responsibilities. In addition, notify *(insert local jurisdiction)* leadership that the shelter is being activated.

Staff/Open Local Shelter

- Once the appropriate shelter operations support staff and equipment assets have been fully activated and mobilized, and the shelter has been inspected and approved by (insert appropriate agency), the shelter will formally open to the public. All shelter staff will be trained on and knowledgeable of the specific functions they are responsible for and the organizational and

command structure that will be used to manage the overall shelter operation. Pre-event planning efforts, including training and exercising, will focus on preparing shelter operations staff for the events that will occur during an actual shelter activation. Gaps in shelter staff, services, or equipment should be addressed as soon as possible prior to the shelter activation. After staff are in place, the Shelter Coordination Team and/or the shelter manager will conduct a briefing to the staff that will include information pertaining to the emergency, expected or actual impact on the community, and anticipated shelter resident shelter needs/services.

The following is a recap of the most important activities of this task:

- *Who is responsible for this action?* The Shelter Coordination Team will implement/coordinate local sheltering.
- *When should this action be performed?* Immediately after selecting the shelter facility to be activated.
- *What does this action entail?* Using the shelter-specific shelter organization staffing and resource plan, implement predetermined organizational ICS structure to staff the shelter organization and brief shelter support personnel on their roles and responsibilities. Identify any shortfalls in personnel or equipment and request the additional resources needed to operate the shelter effectively using the shelter resources request guide. The shelter staff, shelter support personnel, and public safety partners may be used in support of the following functions:
 - ✓ Shelter registration and intake processing
 - ✓ Assessment and provision of functional needs support services (FNSS)
 - ✓ Facilitation of shelter resident reunification
 - ✓ Provision of dormitory and housing services
 - ✓ Provision of food and beverage services
 - ✓ Social and community program services
 - ✓ Health/medical support services, including behavioral health services
 - ✓ Animal/pet shelter support services
 - ✓ Law enforcement support services
 - ✓ Transportation support services
 - ✓ Management, request, and acquisition of shelter resources

Notify Public of Local Shelter Activation

As operations begin to ramp up upon notification to shelter operations and support staff, the Shelter Coordination Team will implement formal notification concerning the activation of the shelter. Notification to the public will include the status of the emergency, the community's actions, the location and time in which the shelter facility will be available to the public for the provision of shelter services, and the services provided at the selected shelters. Notification will include the types of services that will be made available at the shelter location and reminders to bring key items individuals with specific needs normally depend upon. To reach the general population, the Shelter Coordination Team will use various media outlets for notification through a diverse set of

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existing public communication capabilities and tools. Crisis communications will flow through the (insert local jurisdiction).

The following is a recap of the most important activities of this function:

- *Who is responsible for this action?* The Shelter Coordination Team will implement/coordinate local sheltering.
- *When should this action be performed?* Once shelter facility has been staffed and activated.
- *What does this action entail?* Using the public notification of shelter activation guide, use the following mechanisms to provide the information to the public:
 - ✓ Media outlets such as radio and television
 - ✓ City and town websites and social media
 - ✓ Using the above mechanisms, provide the appropriate information to the public:
 - Location of shelter
 - Time when shelter will be available to the public
 - Transportation services available to assist public to the shelter
 - Services available at the shelter

Operate Local Shelter

Actual shelter activation will occur at the established time set forth by the Shelter Coordination Team. Upon the completion of staff and equipment mobilization at the shelter facility, a designated shelter manager will manage all facets of the shelter operation. Shelter residents seeking shelter will either self-present or arrive via transportation assistance to the shelter facility. As shelter residents arrive, they will be processed via a shelter registration and intake area where their additional and/or specific needs will be further noted. Information concerning the emergency status, services located at the shelter, and/or other relevant information will be passed along to shelter residents as they are processed. During shelter operations, activity will continue to be monitored by all shelter staff on an ongoing basis. Any gaps in services or equipment will be monitored, noted, and addressed through appropriate mutual aid channels. Shelter staff will continue to update shelter residents of the status of the emergency and when shelter residents will be able to transition back to their homes.

The following is a recap of the most important activities of this function:

- *Who is responsible for this action?* Designated shelter manager or ARC.
- *When should this action be performed?* Immediately after staffing and resourcing the shelter facility.
- *What does this action entail?* Using the shelter operations guide and the shelter-specific shelter organization staffing and resource plan, manage and operate the shelter in conjunction with the pre-designated agencies and organizations that are fulfilling the shelter staff, shelter support personnel, public safety partners with roles and responsibilities, which have been previously identified. Based on the type of facility selected to be activated, functions may include:

Shelter Registration and Intake Processing

SAMPLE LOCAL SHELTER OPERATIONS PLAN

- Set up and implement the shelter registration and intake area equipment and support using predetermined staffing models.
- Receive and process shelter residents as they self-present at the shelter location.
- Triage any medical, functional needs, law enforcement-specific language, animal/pet, and/or other identified needs and assess for any communicable diseases.
- Provide media and public information to shelter residents so they remain informed of the current emergency and the types of services that are available at the shelter location.
- Integrate law enforcement services into the registration and intake area as needed/required.
- Conduct a resource gap analysis and request additional mass care/emergency resources or support as needed and identified via the registration and intake processing.

Assessment and Provision of Functional Needs Support Services

- Provide replacement or loaned durable medical equipment if needed.
- Provide additional assistance due to limited English proficiency or functional needs.
- Provide care to individuals unable to care for themselves until reunification or other options become available.
- Support service animal areas and feeding.
- Arrange and provide resource/supplies for special dietary needs, as needed.
- Provide wheelchair accessible transportation resources, as needed.
- Provide information in multiple formats (for example, print, Braille, and multiple languages) on functional needs support available and on impact area conditions and status to those in shelters, medical facilities, and in the community.
- Track shelter residents who are transferred from or to a medical institution to an overnight shelter or interim housing to ensure they are in the system to receive assistance.

Facilitation of Shelter Resident Reunification

- Upon registration, assist shelter residents with missing family members or friends. Record information pertaining to missing persons.
- Coordinate within shelter to determine if missing parties are already present within the existing shelter.
- Coordinate with other shelters to determine if missing parties self-presented at other shelters.
- Coordinate with law enforcement personnel to broadcast information regarding missing parties.
- Use ARC Shelter Resident Reunification Checklist and coordinate with the ARC for support and information sharing concerning missing persons.

TOOL A

Provision of Dormitory and Housing Services

- Deploy dormitory/housing equipment to dormitory/housing space within an immediate or overnight shelter (cots, blankets, pillows, other comfort items, etc.) upon activation of the immediate or overnight shelter.
- Identify and support shelter residents with dormitory/housing needs and assist as needed.
- Provide public information, including situational updates to affected populations. Include a time line for returning to their homes, if available.
- Coordinate and integrate outside mass care/emergency assistance resources in local operations as determined by need or identified resource gaps.

Provision of Food and Beverage Services

- Use kitchen area to provide food and beverage services for shelter residents.
- Public Health guidelines must be adhered to at all times during shelter operations for food and beverage services.
- If kitchen area is not available, contact a feeding provider (NGO, feeding/catering vendor).
- Deploy kitchen or catering services, including staff required to support this operation during the emergency.
- Coordinate with feeding providers for kitchen sites and support resources if any gaps are identified.
- Provide public information on the location, hours, and process followed for the feeding schedule.

Social and Community Program Services

- Provide crisis counseling and referral services to long-term behavioral health resources during and after an emergency.
- Provide community information such as laundry facilities, pharmacies, employment, schools, transportation, social services, faith-based organizations, banking, financial assistance, and support groups. This will be important for shelter residents who are unfamiliar with the area in which they are currently seeking shelter and/or if their previous homes have become uninhabitable due to damage caused by the emergency.
- Direct shelter residents to social/human service agencies for replacement of identification and transfer of pre-existing benefits and services (Social Security, food stamps, driver's licenses, etc.).
- Contact local law firms and legal services organizations to seek support in donated time and services to legal clinics prior to an emergency and offer these services to shelter residents upon initiating case management at the shelter.

Health/Medical Support Services

- Activate health and medical services as needed to support shelter residents upon shelter activation.
- Ensure regular health department inspections of shelter and feeding sites are conducted.

SAMPLE LOCAL SHELTER OPERATIONS PLAN

- Provide information on local healthcare resources to shelter residents upon completing registration.
- Activate and use a transportation plan for moving shelter residents to hospitals or other healthcare facilities.
- Request and coordinate the need for additional health/medical support services as needed.
- Coordinate and transfer medical records.
- Review medical and mortuary support system for surge capacity/needs.
- Provide expanded behavioral health support.
- Communicate regarding health issues at shelter facilities.
- Coordinate medical transport resources (for example, quantity, type, location, capacity).
- Coordinate care of service animals in shelters and/or facilities.
- Activate pharmacy support and requests.

Animal/Pet Shelter Support Services

- Provide technical assistance, resource coordination, and management of a variety of response activities targeted to handle animal issues prior to and during emergencies.
- Provide pet evacuation, shelter, and unification with owners.
- Provide pet care, which may include support of owner-based pet care.
- Manage aggressive household pets.
- Track and reunify household pets with their owners.
- Provide veterinary care throughout response and recovery operations to animals.
- Coordinate resources to support the removal and proper disposal of animal carcasses.
- Care for abandoned and/or unclaimed animals.
- Transfer household pet records upon the return of pets to their owners.
- Quarantine animals identified as having infectious diseases or that have bitten people.
- Request for animal/pet support as needed.
- Provide basic household pet supplies and tracking equipment.
- Initiate setup of household pet shelters and deploy necessary resources.
- Coordinate transportation of household pets to appropriate shelter facilities as needed.
- Coordinate transportation of household pets from shelter facilities to owners during reunification.
- Disseminate household pet reunification information and requirements to the public.
- Provide fostering and adoption information to the public for unclaimed or abandoned animals after a predetermined waiting period and efforts to reunite owners and household pets.

Law Enforcement Support Services

- Determine if local law enforcement services will be required at the shelter prior to shelter activation. Coordinate law enforcement operations at sites sheltering or processing shelter residents.
- Conduct facility screening, secure the perimeter, control access, and evaluate the need for a roving patrol and monitor community influence in and around shelter.
- Screen shelter residents for security issues, possession of illegal drugs, etc.
- Use a badging/credentialing system if needed.
- Manage the collection/securing of weapons and illegal drugs, if applicable.
- Implement procedures for managing shelter residents subject to judicial and/or administrative orders restricting their freedom of movement (for example, parolees, sex offenders, individuals with outstanding warrants). Conduct criminal history records search as needed.
- Request and coordinate with (*insert local jurisdiction*) Emergency Management regarding the need for additional security support.

Transportation Support Services

- Notify and activate transportation resources required for support upon activation of the shelter.
- Arrange for transportation for shelter residents. This may be from an emergency impact or non-emergency impact area of operations.
- Coordinate with law enforcement function concerning any road closures and traffic patterns.
- Provide return/reentry upon emergency stabilization and/or shelter demobilization.

Management, Request, and Acquisition of Shelter Resources

- Deploy resources based on need, type of shelter facility being activated, and functional resources present at the shelter.
- Use best practices resource checklists that were developed in shelter pre-planning efforts.
- Monitor equipment usage, restock as needed.
- Identify resource shortfalls and gaps.
- Notify (*insert local jurisdiction*) Emergency Management.
- Request mutual aid support through established mutual aid partners and/or MEMA.

Demobilization and Restoration of Local Shelter

Once an emergency has stabilized and shelter operations are no longer necessary, the shelter facility will be deactivated and staff will be demobilized. The Shelter Coordination Team, in conjunction with other local officials and the shelter manager, will meet prior to the de-escalation of the emergency to determine the appropriate trigger point in which to initiate formal demobilization of the shelter. Once the need to demobilize the shelter has been established, the shelter manager will announce the plan to demobilize to all staff. Staff will then inform shelter residents still present at the shelter of the plan to deactivate, which will include the time when deactivation will begin/conclude and continuation of certain services that will be required for

shelter residents who will need transitional assistance. When demobilization commences, staff will begin to restore the shelter facility to normal operations by breaking down functional service areas and cleaning the facility.

The following is a recap of the most important activities of this task:

- *Who is responsible for this action?* The Shelter Coordination Team will implement/coordinate local sheltering in conjunction with the designated shelter manager or the entity with legal responsibility to manage and operate the local shelter.
- *When should this action be performed?* Immediately after it is determined that shelter services are no longer required for the incident.
- *What does this action entail?* Using the shelter-specific shelter organization staffing and resource plan demobilize the shelter staff and resources and restore the shelter facility to its pre-shelter condition.

Local Shelter Activation and Notification

This section describes the process of activating local shelter operations and notifying the appropriate staff to report to the shelter.

- Local jurisdiction shelter location(s)
 - ✓ Detailed information regarding each local shelter location (that is, list of shelter sizes, accommodations, and facility assessments) is provided in (insert location of information) of this plan.
- Activation procedures
 - ✓ To meet the needs of shelter residents within affected communities, staff will be required to support any shelter activation upon its occurrence. Shelter operations and support staff will be notified by the (insert local jurisdiction) Emergency Management immediately after a decision has been made to activate a shelter.
 - ✓ The mobilization of shelter operations support staff will vary depending upon the type of shelter facility that is to be activated. The (insert local jurisdiction) Emergency Management will use a standardized organizational staffing and resource plan to accomplish this task. Through pre-event planning efforts, the Shelter Coordination Team will have identified which staff will operate at shelter locations depending on the type of facility and will have a list of individuals to notify.
- Notification methods
 - ✓ Staff notification will include the type, time, and location of the shelter facility activation and any particular needs or special requirements as shelter operations commence. The (insert local jurisdiction) Emergency Management will use guides that include best practices for shelter organization staffing and resources and notification of shelter activation.
 - ✓ Using the shelter activation trigger guide and the shelter-specific shelter organization staffing and resource plan, notify the appropriate agencies (for example, shelter staff, shelter support personnel, local dispatch centers, public safety partners) with pre-designated roles and responsibilities that have been previously identified through

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memoranda of understanding (MOU) to assist in operating the shelter. In addition, notify (*insert local jurisdiction*) leadership that the shelter is being activated.

- ✓ Using the public notification of shelter activation guide, provide information to the public through the following mechanisms:
 - Media outlets such as radio and television
 - City and town websites and social media
- ✓ Using the above mechanisms, provide the appropriate information to the public:
 - Location of shelter
 - Time when shelter will be available to the public
 - Transportation services available to assist public to the shelter
 - Services available at the shelter

Local Jurisdiction Shelter Organization

This section establishes the organizational structure for the mass care and shelter plan. All local shelters should incorporate NIMS and ICS guidance for implementing a local shelter. This is especially important as the concept of local sheltering expands so teams across the Commonwealth can work with common terminology and structures.

Once the appropriate shelter operations support staff and equipment assets have been fully activated and mobilized, the shelter will formally open to the public. All shelter staff will be trained on and knowledgeable of the specific functions they are responsible for as well as the organizational and command structure that will be used to manage the overall shelter operation. Pre-event planning efforts through training and exercising will have adequately prepared shelter operations staff for the events that will occur during an actual shelter activation. Gaps in shelter staff, services, or equipment should be addressed as much as possible prior to the shelter activation.

After staff is in place, the shelter manager will conduct a briefing to the staff that will include information pertaining to the emergency, expected or actual impact on the community, and anticipated evacuee shelter needs/services.

Using the shelter-specific shelter organization staffing and resource plan, implement predetermined organizational ICS structure to staff the shelter organization and brief shelter support personnel on their roles and responsibilities. Identify any shortfalls in personnel or equipment and request the additional resources needed to operate the shelter effectively using the shelter resources request guide. The shelter staff, shelter support personnel, and public safety partners may be used in support of the following functions:

- Shelter registration and intake processing
- Assessment and provision of FNSS
- Facilitation of shelter resident reunification
- Provision of dormitory and housing services
- Provision of food and beverage services
- Social and community program services

- Health/medical support services
- Animal/pet shelter support services
- Law enforcement support services
- Transportation support services
- Management, request, and acquisition of shelter resources

Local Shelter Operational Priorities

Actual shelter activation will occur at the established time set forth by the Shelter Coordination Team. Upon the completion of staff and equipment mobilization at the shelter facility, a designated shelter manager will manage all facets of the shelter operation. Shelter residents seeking shelter will either self-present or arrive via transportation assistance to the shelter facility. As shelter residents arrive, they will be processed via a shelter registration and intake area, where their additional and/or specific needs will be further noted. Information concerning the emergency status, services located at the shelter, and/or other relevant information will be passed along to shelter residents as they are processed. During shelter operations, activity will continue to be monitored by all shelter staff on an ongoing basis. Any gaps in services or equipment will be monitored, noted, and addressed through appropriate mutual aid channels. Shelter staff will continue to update shelter residents of the status of the emergency and when shelter residents will be able to transition back to their homes.

- Preparedness/prior to the incident
 - ✓ Develop training aids.
 - ✓ Establish MOU/memoranda of agreement (MOA).
 - ✓ Develop shelter operations policies and procedures.
- Immediate/short-term response
 - ✓ Transportation to local shelter
 - Identify pickup points.
 - Provide local transport.
 - Establish restrictions on transport.
 - Establish medical transport policies.
 - Notify and activate transportation resources required for support upon activation of the shelter.
 - Arrange for transportation for transportation-assisted shelter residents. This may be from an emergency impact or non-emergency impact area of operations.
 - Coordinate with law enforcement function concerning any road closures and traffic patterns.
 - Provide return/reentry upon emergency stabilization and/or shelter demobilization.
 - ✓ Shelter policies
 - ✓ Shelter registration

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- Set up and implement the shelter registration and intake area equipment and support using predetermined staffing models.
- Receive and process shelter residents as they self-present at the shelter location.
- Triage any medical, functional support, animal/pet, and/or other identified needs.
- Identify any law enforcement service needs.
- Provide media and public information to shelter residents so that they remain informed of the current emergency and the types of services that are available at the shelter location.
- Conduct a resource gap analysis and request additional mass care/emergency resources or support as needed and identified via the registration and intake processing.
- ✓ Daily shelter operations (for example, Occupational Safety and Health Administration and Food and Drug Administration requirements for cooking and feeding spaces, pets)
 - Deploy dormitory/housing equipment to dormitory/housing space within shelter (cots, blankets, pillows, other comfort items, etc.) upon activation of the immediate or overnight shelter.
 - Identify and support shelter residents with dormitory/housing needs and assist as needed.
 - Provide public information, including situational updates to affected populations. Include a time line for returning to their homes, if available.
 - Coordinate and integrate outside mass care/emergency assistance resources in local operations as determined by need or identified resource gaps.
 - Use kitchen area to provide food and beverage services for shelter residents.
 - If kitchen area is not available, contact a feeding provider (NGO, feeding/catering vendor).
 - Deploy kitchen or catering services, including staff required to support this operation during the emergency.
 - Coordinate with feeding providers for kitchen sites and support resources if any gaps are identified.
 - Provide public information on the location, hours, and process followed for the feeding schedule.
- ✓ Shelter resident reunification
 - Upon registration, assist shelter residents with locating missing family members or friends. Record information pertaining to missing persons.
 - Coordinate within shelter to determine if missing parties are already present within the existing shelter.
 - Coordinate with other shelters to determine if missing parties self-presented at other shelters.

- Coordinate with law enforcement personnel to broadcast information regarding missing parties.
- Use ARC Evacuee Reunification Checklist and coordinate with the ARC for support and information sharing concerning missing persons.
- Encourage the use of the Safe and Well website operated by the ARC where shelter residents can register to notify their loved ones that they are safe and well.
- Sustained shelter operations (up to 30 days)
 - ✓ Delayed shelter surge
 - ✓ Local shelter capacity
 - ✓ Interim shelter/housing
- Transition to recovery
 - ✓ Long-term shelter facilities
 - ✓ After action report (AAR)
 - ✓ Demobilization of the shelter
 - ✓ Reimbursement

Local Shelter Functional Needs Support Services Considerations

(Insert local jurisdiction) has incorporated recent FNSS guidance into their mass care and shelter planning efforts. To comply with this guidance, the *(insert local jurisdiction)* will shelter those with access and functional needs together with the general population, with no separation.

Shelters will be managed by the ARC and staffed by the *(insert local agency)* ARC. The *(insert appropriate local agency)* will assist as necessary to coordinate external medical resources to meet client needs and assist in the coordination of access and functional needs services. The *(insert local jurisdiction agency/department)* and ARC have developed relationships with service providers that can provide appropriate levels of care for shelter residents whose needs may exceed the capabilities of a local shelter. Relationships are also in place with durable medical equipment providers for shelter supplies.

It is possible that staffing resources may be quickly overwhelmed in a large-scale disaster event. Supplemental staffing resources may be available through home health care, independent living centers, acute medical care centers, and similar medical service providers. Staffing resources will be requested via established processes through the *(insert local jurisdiction)* Emergency Management to MEMA.

No individuals seeking shelter will be denied access. Individuals arriving at the shelter without a caregiver will be accepted and supporting agencies will work to locate a caregiver through available staff and resources. Service animals will also be permitted to enter the shelter with their owner.

Minor modifications may be made to the dormitory area of the shelter as needed to meet the needs of shelter residents and limit the potential for separation from the general population (for example, low lighting at night to allow easy access to restrooms, allocating an area for service animals to limit the impacts on those with allergies).

Local Pet Shelter Considerations

(Insert local jurisdiction agency) is responsible for local pet shelter operations. The Federal Emergency Management Agency (FEMA) defines household pets as a domesticated pet (such as a dog, cat, bird, rabbit, rodent, or turtle) that is traditionally kept in the home for pleasure rather than for commercial purposes and can travel in commercial carriers and be housed in temporary facilities. Household pets do not include reptiles (with the exception of turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes. Animal Welfare plans to accept all pets that can be accommodated or make arrangements as needed for larger animals (for example, cattle, horses).

Service animals will be permitted to remain with their owner in the shelter. The following is the definition of service animals within the Commonwealth:

Any guide dog, or other animal that has been individually trained to do work or perform tasks for the benefit of an individual with a disability, including physical, sensory, psychiatric, intellectual, or other mental disability. The work or tasks performed by a service animal must be directly related to the handler's disability including, but not limited to: assisting individuals who are blind or have low vision, alerting individuals who are deaf or hard of hearing to the presence of people or sounds, pulling a wheelchair, or fetching dropped items, assisting an individual during a seizure, alerting individuals to the presence of allergens, retrieving items such as medications or a telephone, providing physical support and assistance with balance and stability, and helping people with neurological or psychiatric disabilities by preventing or interrupting impulsive or destructive behaviors.

Service animals are required to be leashed or harnessed except when performing work or tasks where such tethering would interfere with the dog's ability to perform. In cases where the individual is not able to hold a leash, the animal must be under control and respond to verbal commands.

Service animals are exempt from breed bans as well as size and weight limitations.

Although as of March 15, 2011, the Department of Justice narrowed the protections of service animals to only dogs, and in some cases miniature horses. The Massachusetts Commission Against Discrimination (MCAD) has not done so and has left the door open for any animal that meets the above definition.

Service animals may or may not be certified.

In an ideal situation, pet sheltering will be able to collocate with human sheltering. This would allow owners to remain with their animals and provide necessary feeding and waste disposal, easing the strain on (insert local jurisdiction agency) staffing resources. At this time, it is undetermined as to whether or not shelter facility owners will permit the collocation of pet sheltering. In the event that collocation is not possible, (insert local jurisdiction agency) can transport pets to their permanent animal shelter for care, and may have access to the (insert identified local facility, if known) for overflow pet sheltering.

(Inset local jurisdiction) maintains a small cache of equipment and supplies including animal control vehicles for transport, pet food, and cleaning supplies. It is likely that these resources may be overwhelmed in a significant event. (Insert local jurisdiction agency) can access external staffing and other resources to support pet sheltering by requesting them via established processes

through the (*insert local jurisdiction*) Emergency Management to the regional emergency operations center (REOC) within MEMA. (*Insert local jurisdiction agency*) has established relationships with the (*insert appropriate state agency*), local and nonprofit organizations, and private sector entities that may be able to provide supplemental supplies and staffing.

Tasks assigned to (*insert local jurisdiction agency*) as part of the pet sheltering mission may include the following depending on the scope of the incident:

- Provide technical assistance, resource coordination, and management of a variety of response activities targeted to handle animal issues prior to and during emergencies.
- Provide pet evacuation, sheltering, and unification with owners.
- Provide pet care, which may include support of owner-based pet care.
- Manage aggressive household pets.
- Track and reunify household pets with their owners.
- Provide veterinary care throughout response and recovery operations to animals.
- Dispose of deceased animals.
- Dispose of abandoned and/or unclaimed animals.
- Transfer household pet records upon the return of pets to their owners.
- Quarantine animals identified as having infectious diseases or that have bitten people.
- Request for animal/pet support as needed.
- Provide basic household pet supplies and tracking equipment.
- Initiate setup of household pet shelters and deploy necessary resources.
- Coordinate transportation of household pets to appropriate shelter facilities as needed.
- Coordinate transportation of household pets from shelter facilities to owners during reunification.
- Disseminate household pet reunification information and requirements to the public.
- Provide fostering and adoption information to the public for unclaimed or abandoned animals after a predetermined waiting period and efforts to reunite owners and household pets.

TOOL A

CRITICAL RESOURCES

Resource Identification

The following resources have been identified as being needed during a local shelter operation:

- Scalable resources
- Resource caches
- Local resources
- State resources that will be requested
- Federal resources that will be requested
- Resource gaps for local shelter

Resource Management

The following systems are needed for ordering, tracking, mobilizing, and demobilizing local shelter resources:

- Resource coordination (for example, local, state, nonprofit, private sector, federal)
- Resource request process
- Resource tracking process/method
- Existing MOU/MOA (see section 4.3 for further information)
- Logistics support (for example, equipment, personnel)
- Resource documentation (for example, costs, tracking)
- Vendors/contracts management
- Deployment of resources based on need, type of shelter facility being activated, and access and functional resources that will be present at the shelter
- Use of best practices resource checklists that were developed in shelter planning efforts
- Monitoring of equipment usage and restock as needed
- Identification of resource shortfalls and gaps
- Notification of the (*insert local jurisdiction*) Emergency Management
- Request for mutual aid support through established mutual aid partners and/or MEMA REOCs

Local Shelter Legal Policies

The following policies related to local sheltering should be implemented:

- MOU/MOA verbiage, terms, legal authority in each agreement, etc.
- Legal authorities for local shelter
- Funding/cost estimates, allocations, and reimbursement policies
- Human capital policies/local shelter personnel policies

COMMUNICATION AND COORDINATION

Local Shelter Coordination

Local shelters will coordinate with other entities. The following areas of coordination have been identified for local shelter coordination:

- Coordination of resource requests
- Coordination with field-level response
- Coordination with local shelters, warming/cooling centers, and reception centers
- Coordination with state entities
- Coordination with the state emergency operations center (SEOC) or emergency management structure
- Coordination with nonprofit and volunteer entities
- Coordination with incoming shelter teams
- Process flowchart illustrating coordination during local shelter operations
- Information collection and dissemination coordination
- Coordination with local and other shelter policies and appendices

Communication

The following communication policies, procedures, and systems have been identified that will be used for local shelter operations:

- Crisis Communication Plan
- Rules for local shelter communications (internal shelter communication)
- Communication with other shelters
- Communication of resource requests
- Communication systems and procedures
- Public information
 - ✓ Systems and resources
 - ✓ Policies on notification for local shelter
 - ✓ Notification on local shelter operations, status, and interim housing
- Templates/examples of messaging and other public information tools

Maintaining Situational Awareness

It is critically important to maintain accurate information about the status, type, capacity, and availability of shelters. Shelter managers will be asked to provide a situation report to the ARC and the (*insert local jurisdiction*) EOC at least once daily, but possibly more frequently depending on the severity of the event and the operational periods that are implemented. The (*insert local*

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jurisdiction) EOC will disseminate the pertinent information from these situation reports to the appropriate parties as it becomes available.

LOCAL SHELTER PLAN MAINTENANCE

This *(insert local jurisdiction)* Mass Care and Shelter Plan is developed under the authority of the *(insert local jurisdiction)* Emergency Management. Maintaining a viable plan includes constant revisions, trainings, and exercises as well as after action reporting. The information presented below identifies plan distribution and plan updates.

Plan Distribution

Printed copies of the *(insert local jurisdiction)* Mass Care and Shelter Plan will be delivered to the entities, agencies, and departments identified in the Emergency Operations Plan (EOP).

Plan Updates

The *(insert local jurisdiction)* Mass Care and Shelter Plan should be reviewed and revised on an annual basis as well as after an exercise, training, or an actual disaster/incident requiring plan activation. The *(insert local jurisdiction)* Emergency Management is the lead department in plan review and revision. It is recommended the plan be reviewed and revised in coordination with review and revision to the EOP.

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EXERCISING AND TRAINING

Plan Testing, Training, and Exercises

The plan should be exercised on an annual basis according to policies and principles identified by the Homeland Security Exercise and Evaluation Program (HSEEP). It is recommended that the local jurisdiction use the building block approach identified by HSEEP to train, test, and exercise the plan.

After Action Review and Reporting

Following a training, test, exercise, or plan activation, the local jurisdiction should develop an AAR identifying strengths as well as area for improvements. During the next plan review, findings identified in the AAR should be considered and addressed during plan revision.

AUTHORITIES AND REFERENCES

Authorities and References

During development of this plan, the following authorities and references were considered.

Local

(Insert appropriate local authorities/reference/policies/protocols)

Regional/State

(Insert appropriate regional/state authorities/references/policies/protocols)

Federal

- National Response Framework (NRF)
- National Incident Management System (NIMS)
- Americans with Disabilities Act (ADA)
- Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters
- Comprehensive Preparedness Guide (CPG) 101 Version 2.0, November 2010

TOOL B

LOCAL SHELTER ASSESSMENT

SHELTER FACILITY ADA ACCESSIBILITY FOR MASS CARE AND SHELTER FUNCTIONS

This section allows for the recording of information on the shelter facility's accessibility. Guidance is based on the Americans with Disabilities Act (ADA) standards for emergency shelters.

ADA Accessibility

	Function	Recorded Information
1.	Restroom Facilities	
<p><i>Guidance:</i></p> <p><i>Restroom facilities should meet the following criteria:</i></p> <ul style="list-style-type: none"> ■ Area where person in a wheelchair can turn around (60-inch diameter circle or T-shape turn area) ■ Doorways at least 32 inches wide when door is open ■ Doors with leavers/handles hardware ■ One toilet for every 20 people (adults and children) projected to need assistance (however only one toilet per bathroom needs to meet the following requirements): <ul style="list-style-type: none"> ✓ Toilet seat is 17-19 inches high. Flush control is automatic or manual control on the wide side of the toilet and no higher than 44 inches. ✓ Toilet's centerline is 16-18 inches from the wall on the narrow side. ✓ Toilet's centerline is 42 inches from an obstruction on the wide side. ✓ There is 42 inches provided in front of the toilet to the wall or obstruction. ✓ Stall is at least 60 inches wide and 56 inches deep (wall-mounted toilet) or 59 inches deep (floor mounted toilet). ✓ Space at least 9 inches high is provided beneath the front and one side of the stall. ✓ Stall has grab bars 33 to 36 inches wide. ✓ Toilet paper dispenser is within 36 inches of the rear wall. ■ One sink for every two toilets (however, only one per bathroom needs to meet the following requirements): <ul style="list-style-type: none"> ✓ 27 inches clear space height to the bottom of the sink ✓ Maximum 34 inches in height to the top of the sink ✓ Sink controls are automatic or lever in design ✓ Soap and paper towel dispensers are within the zone of reach of the accessible sink ■ Towel dispensers should be no more than 44 inches high ■ One shower stall for every 25 people (adults and children) projected to need assistance (however, only one per shower room needs to meet the following requirements): <ul style="list-style-type: none"> ✓ Is there at least one roll-in shower provided? ✓ Roll-in shower should measure 36 inches by 36 inches or 36 inches in depth by 60 inches in width. 		

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	Function	Recorded Information
	<ul style="list-style-type: none"> ✓ Shower seat is 17 to 19 inches high. If in the 36"x36" stall, seat is on the wall opposite the shower controls. If in the 36"x60" shower, seat is on the wall adjacent to the shower controls. ✓ Handheld shower spray attached to a flexible metal hose at least 60 inches in length and adjustable from 42" to 72" in height (Only in unmonitored facilities where vandalism is a consideration, a fixed shower head may be mounted at a height of 48"). ✓ Controls do not require tight grasping, pinching, or twisting and are mounted 34-46 inches high and no than 18 inches from the interior corner on the center wall adjacent to the hinged seat. ✓ Grab bars. ✓ In a 36"x36" roll-in shower, they need to be 30" in length, one on the back wall and one on the wall opposite the seat, at a height of 33 to 36 inches high. ✓ In a 36"x60" roll-in shower, one needs to be 42" in length, located on the long wall at a height of 33"-36" in height. One needs to be 24" in length, located on the short wall opposite the seat of a height of 33"-36" in height (an "L" shaped grab bar can be used as an alternative). ✓ The clear space between the wall and grab bar is 1 ½ inches. ✓ Standard toilet questions are on page 4-4. 	
	■ Number of accessible toilets for males (only 1 accessible toilet needed per bathroom)	
	■ Number of accessible toilets for females (only 1 accessible toilet needed per bathroom)	
	■ Number of accessible sinks (male restrooms) (only 1 accessible sink needed per bathroom)	
	■ Number of accessible sinks (female restrooms) (only 1 accessible sink needed per bathroom)	
	■ Number of accessible towel dispensers (male restrooms) (only 1 accessible towel dispenser needed per bathroom)	
	■ Number of accessible towel dispensers (female restrooms) (only 1 accessible towel dispenser needed per bathroom)	
	■ Number of accessible showers for males (only 1 accessible shower needed per bathroom)	
	■ Number of accessible showers for females (only 1 accessible shower needed per bathroom)	
	■ Number of accessible drinking fountains	
2.	Dining Area	
	<p><i>Guidance:</i></p> <ul style="list-style-type: none"> ■ 5% of the tables should provide: ■ 27 inches of knee clearance under the table. ■ Top of the table should be between 28 to 34 inches high. ■ 5% of the tables should have moveable chairs, or be designed to allow wheelchairs to get underneath them (do not count the end of the table as a seating location for a wheelchair). 	

	Function	Recorded Information
	<ul style="list-style-type: none"> Serving counters tray sides should be no higher than 34 inches above the floor. Aisles should be at least 36 inches wide. 	
	<ul style="list-style-type: none"> Number of accessible tables (need 5% total) 	
	<ul style="list-style-type: none"> Are accessible serving counters available? 	
	<ul style="list-style-type: none"> Are aisles in dining area accessible? 	
3.	Dormitory Area	
	<p><i>Guidance:</i></p> <ul style="list-style-type: none"> People who use wheelchairs, lift equipment, a service animal, and personal assistance services can require up to 100 square feet. 	
	<ul style="list-style-type: none"> How much square footage can be designated for accessible dormitory space? 	
	<ul style="list-style-type: none"> Are there windows in the dormitory area(s)? If yes, are the windows shatter-protected or protected with a shutter? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> How much square footage can be designated for accessible cot space? 	
	<ul style="list-style-type: none"> How many outlets are located in the designated dormitory space? 	
4.	Parking Spaces	
	<p><i>Guidance:</i></p> <ul style="list-style-type: none"> Based on the number of parking spaces provided in the lot, there needs to be a certain amount of accessible parking spaces provided. 1-25 parking spaces = 2 accessible parking spaces (1 van accessible space/1 Standard); 51-75 = 3 accessible parking spaces (1 van accessible/2 standard); 76-100 = 4 accessible parking spaces (1 van/3 Standard) and so on using the formula. Van accessible access aisles are 8 feet side Standard accessible access aisles are 5 feet wide The accessible parking spaces are 8 feet wide The accessible parking spaces and access aisles are level The designated accessible parking spaces are closest to the entrance If an access aisle abuts a sidewalk, is there a curb cut at the access aisle to allow someone to get into the sidewalk? Accessible route from the accessible parking to the shelter entrance Are there curb cuts provided where appropriate? Are there changes in level exceeding ¼ inch? Is the route hard packed or paved? 	

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	Function	Recorded Information
	<ul style="list-style-type: none"> How many parking spaces in the parking lot? How many designated accessible parking spaces are provided (including van accessible)? How many van accessible parking spaces? 	
	<ul style="list-style-type: none"> Is there an accessible pathway from parking spaces to entrance? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Is there a permanent drop-off area/loading zone with a marked 8-foot wide access aisle or space available to designate as temporary drop-off area/loading zone? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.	Entrances and Exits	
<p><i>Guidance:</i></p> <ul style="list-style-type: none"> All doorways need to provide 32 inches of clear opening when opened at 90 degrees. Stairs are not considered to be an accessible route. If a ramp is provided (either internally or externally, they need the following elements: <ul style="list-style-type: none"> ✓ Ramps should be 48 inches wide, measured between the handrails. ✓ Ramps should have 2 sets of handrails on both sides, the lower measuring 18"-20" above the ramp surface and the top measuring 34"-38" above the ramp surface. ✓ Ramps should be graded no more than 1:12. ✓ Ramps should have level landings at least 60" long, every 30 feet of run, where the ramp changes direction, and at the top and bottom of the ramp. 		
	<ul style="list-style-type: none"> Does a sidewalk connect the parking area and any drop-off area to at the main shelter entrance? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Does the route from accessible parking spaces and any drop-off area/loading zone to the main shelter entrance have no steps or curbs without curb cuts? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Where the route crosses the curb, are curb cuts at least 36 inches wide? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Where a curb cut is provided, does it provide a 1:12 slope? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are doors along the route automatic or without knob hardware? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are doorways at least 32 inches wide? 	<input type="checkbox"/> Yes <input type="checkbox"/> No

	Function	Recorded Information
	<ul style="list-style-type: none"> Are there level landings on interior and exterior sides of the entrance? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> If ramps are provided, do they meet the above requirements? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are there any protruding objects that protrude into the path of travel measuring more than 4 inches and are located higher than 27 inches off the ground and lower than 80 inches in height? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> If the main shelter facility entrance does not appear to be accessible, is another entry accessible? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Does a sign identify the location of the accessible entrance? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
6.	Routes to Service Delivery Areas	
	<p><i>Guidance:</i></p> <ul style="list-style-type: none"> At least one route without steps should be available to access each service delivery area, as well as restrooms and showers, or service can be provided in an area that can be accessed by a route with no steps. Other than doorways (which must only be 32 inches wide), no part of a route should be less than 36 inches wide. Route should have vertical clearance of at least 80 inches. No object should protrude from the side more than 4 inches into the route. Doorways should be 32 inches wide. 	
	<ul style="list-style-type: none"> At least one route without steps is available to access each service delivery area, as well as restrooms and showers, or service can be provided in an area that can be accessed by a route with no steps. 	<input type="checkbox"/> Yes <input type="checkbox"/> No Notes:
	<ul style="list-style-type: none"> Other than doorways, no part of a route is less than 36 inches wide. 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Route has vertical clearance of at least 80 inches. 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> No objects protrude from the side more than 4 inches into the route to service areas. 	<input type="checkbox"/> Yes <input type="checkbox"/> No

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	Function	Recorded Information
	<ul style="list-style-type: none"> Are doors along the route automatic or without knob hardware? 	<input type="checkbox"/> Yes <input type="checkbox"/> No Notes:
	<ul style="list-style-type: none"> Are doorways at least 32 inches wide? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
7.	Elevators	
<p><i>Guidance:</i></p> <ul style="list-style-type: none"> <i>Elevators should be provided to every floor where state-initiated regional shelters functions take place.</i> <i>Elevator call should be mounted no higher than 42 inches.</i> <i>Elevator doors should be at least 32 inches wide.</i> <i>Elevator cabs should be 54 inches from door to wall and 68 inches from wall to wall. (There is a 48"x48" exception when it comes to an existing shaft).</i> 		
	<ul style="list-style-type: none"> Can elevators be accessed from all floors where state-initiated regional shelter functions will occur? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are call buttons in elevators mounted no higher than 42 inches for a front approach or no higher than 54 inches for a side approach? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Do call buttons have Braille? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Do the call buttons illuminate once pushed? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are elevator doors at least 32 inches wide? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are there audible tones in the elevator that indicate a floor has been passed? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are there audible tones indicating the direction an elevator is traveling (1 ding for up and 2 dings for down)? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are there visual indicators that would allow someone to see that the call button has been activated and one that indicates elevator direction once arrived? 	<input type="checkbox"/> Yes <input type="checkbox"/> No

	Function	Recorded Information
	<ul style="list-style-type: none"> Do elevators run on backup power source? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
8.	Access to Backup Power	
	<ul style="list-style-type: none"> Number of generator-wired high-yield outlets that can be utilized for durable medical equipment (for example, wheelchair batteries, nebulizers, oxygen, other respiratory therapy) 	
	<ul style="list-style-type: none"> Is there generator-powered refrigeration for medications? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
9.	Communications	
	<ul style="list-style-type: none"> Is there adequate space to physically post information in multiple languages? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are documents and signs printed in large print? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Are there visual supplements to audio address system? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Number of accessible pay phones and/or public telephones (maximum of 48 inches high to the topmost control) 	
	<ul style="list-style-type: none"> Is at least 1 TTY available? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Is closed captioning for televisions available? 	<input type="checkbox"/> Yes <input type="checkbox"/> No

TOOL B

SHELTER FACILITY CAPACITY FOR ESSENTIAL MASS CARE AND SHELTER SERVICES

This section records the capacity of the shelter facility to accommodate essential mass care and shelter services. The primary purpose of this section is to determine space allocation for each mass care and shelter function. The requested information is intended to be very broad, and it is acknowledged that some categories of information may not be obtainable.

Essential Mass Care and Sheltering Services Functions

	Function	Recorded Information
1.	Registration	
<p><i>Guidance:</i></p> <ul style="list-style-type: none"> ■ <i>Registration services are often set up in a lobby or entrance hall.</i> ■ <i>This area must have room for several tables (which can be placed end-to-end) and chairs on both sides of the table (one side for staff, one side for residents).</i> ■ <i>This area must have a 36-inch wide clear path for pedestrian traffic.</i> 		
	■ How much square footage can be designated to registration services?	
2.	First Aid Services	
<p><i>Guidance:</i></p> <ul style="list-style-type: none"> ■ <i>First aid rooms and/or space should be large enough to contain:</i> <ul style="list-style-type: none"> ✓ <i>One examination table</i> ✓ <i>One table and chair to be used as a desk</i> ✓ <i>Supplies needed for one shift</i> ✓ <i>Containers for standard waste material and medical waste material</i> ■ <i>First aid rooms and/or space should:</i> <ul style="list-style-type: none"> ✓ <i>Contain adequate lighting</i> ✓ <i>Contain phone</i> ✓ <i>Be close to transportation services in case transfer for medical reason is required</i> ✓ <i>Be close to hot and cold running water</i> ✓ <i>Be close to an area where people can wait for first aid services</i> 		
	■ How much square footage can be designated for first aid services?	
	■ How much square footage can be designated for first aid waiting area?	
	■ Is there an Automated External Defibrillator (AED) on-site?	<input type="checkbox"/> Yes. Location: _____ <input type="checkbox"/> No

	Function	Recorded Information
3.	Psychological First Aid and Emotional/Spiritual Care Services	
<p><i>Guidance:</i></p> <ul style="list-style-type: none"> ■ <i>The space must provide private areas for each behavioral health provider or emotional/ spiritual care provider.</i> ■ <i>The space must be able to accommodate two chairs and a small table.</i> ■ <i>Privacy may be provided by moveable partitions.</i> 		
	<ul style="list-style-type: none"> ■ How much square footage can be designated for psychological first aid services? 	
4.	Dormitory Area	
<p><i>Guidance:</i></p> <ul style="list-style-type: none"> ■ <i>The space must provide 20-40 square feet per person.</i> ■ <i>The space must account for structural limitations such as support poles.</i> 		
	<ul style="list-style-type: none"> ■ How much square footage can be designated for dormitory area(s)? 	
	<ul style="list-style-type: none"> ■ Are there windows in the dormitory area(s)? If yes, are the windows shatter-protected or protected with a shutter? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.	Food Preparation	
<p><i>Guidance:</i></p> <p><i>One of the following options must be available and in place:</i></p> <ul style="list-style-type: none"> ■ <i>Adequate kitchen space to prepare meals/snacks and beverages for all individuals in the state-initiated regional shelter</i> ■ <i>Memorandum of understanding (MOU) with provider who can supply ready-made meals and/or snacks and beverages</i> ■ <i>Adequate space for vendor stage appropriate meal dispensing functions</i> 		
	<ul style="list-style-type: none"> ■ Can meals be cooked on-site? (warming oven, full service, central kitchen/delivery only) 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ■ How many meals can be cooked per hour? 	
	<ul style="list-style-type: none"> ■ Is food stored on-site? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ■ Are there refrigeration units on-site? If yes, how many? 	<input type="checkbox"/> Yes <input type="checkbox"/> No

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	Function	Recorded Information
	<ul style="list-style-type: none"> Is there an MOU with a food service provider that can be used for feeding at the shelter? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Is there space on the grounds to locate trucks or tents that can house temporary kitchens? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
6.	Dining Area	
	<ul style="list-style-type: none"> How many individuals can be served a meal at the shelter facility? 	
	<ul style="list-style-type: none"> Type of seating capacity (cafeteria, snack bar, other indoor seating) 	
	<ul style="list-style-type: none"> How long will it take to serve a meal to the projected population? 	
7.	Recreation Services	
<p><i>Guidance:</i></p> <p><i>Space for the following recreation activities should be provided:</i></p> <ul style="list-style-type: none"> <i>Watching TV</i> <i>Playing cards and board games</i> <i>Children's games (preferred to have separate play area for children)</i> 		
	<ul style="list-style-type: none"> How much square footage can be designated for recreation? 	
	<ul style="list-style-type: none"> How much square footage can be designated for a separate children's recreation area? 	
8.	Information Services	
<p><i>Guidance:</i></p> <ul style="list-style-type: none"> <i>There must be an area where information on disaster relief services, maps, and directions to shelters can be obtained.</i> <i>The space should be to accommodate tables for both materials and staff work area, chairs for staff, computer and printer (for printing out directions).</i> 		
	<ul style="list-style-type: none"> How much square footage can be designated for information services area? 	
	<ul style="list-style-type: none"> Is there Internet and electrical access in this area? 	<input type="checkbox"/> Yes <input type="checkbox"/> No

	Function	Recorded Information
9.	Staff Dormitory Area	
<p><i>Guidance:</i></p> <p><i>The space for the staff dormitory area should meet the following criteria:</i></p> <ul style="list-style-type: none"> ■ <i>Separate from general population</i> ■ <i>20-40 square feet per person</i> ■ <i>Account for structural limitations such as support poles</i> 		
	<ul style="list-style-type: none"> ■ How much square footage can be designated for staff dormitory area? 	
	<ul style="list-style-type: none"> ■ Are there windows in the dormitory area(s)? If yes, are the windows shatter-protected or protected with a shutter? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
10.	Administrative Office for Staff	
<p><i>Guidance:</i></p> <p><i>The space for the administrative office for staff should meet the following criteria:</i></p> <ul style="list-style-type: none"> ■ <i>Area large enough to set up an office containing:</i> <ul style="list-style-type: none"> ✓ <i>Table and chairs for staff meetings</i> ✓ <i>Office equipment (computers, printers, fax, copiers, TTY)</i> ■ <i>Preferably enclosed room with locking door</i> 		
	<ul style="list-style-type: none"> ■ How much square footage can be designated for shelter staff administrative office? 	
11.	Storage for Supplies	
<p><i>Guidance:</i></p> <ul style="list-style-type: none"> ■ <i>The space should be large enough to store 2-3 days of total regional shelter supplies.</i> 		
	How much square footage can be designated for warehousing space?	
	Is there adequate space for food storage?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Is there adequate space for supply storage?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Is there adequate space for donated goods?	<input type="checkbox"/> Yes <input type="checkbox"/> No

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	Function	Recorded Information
	Is there a separate entrance for supply trucks away from the shelter facility's parking lot and entrance?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Can resources be moved easily from loading bays to storage areas?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Type and quantity of material handling equipment (for example, pallet jack, forklift, etc.)	
12.	Waste Storage and Removal	
	■ What is the standard waste removal process?	
	■ What is the medical waste removal process?	
	■ Can medical waste storage/removal services accommodate the projected population?	
	■ Can standard waste storage handle the amount of waste that may be generated by the projected population?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ Can standard waste removal services accommodate the amount of waste that may be generated by the projected population?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ Can waste removal services be sustained 24 hours per day for up to 7 days?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ Does the shelter facility have the resources to conduct hyper-cleaning? ²	<input type="checkbox"/> Yes <input type="checkbox"/> No
13.	Other Considerations	
	■ Is there space available for isolated care areas?	<input type="checkbox"/> Yes <input type="checkbox"/> No Notes:

² Hyper-cleaning is not the normal and customary industry process. It is an intensive program of sanitation implemented to prevent contagion. (International Association of Assembly Managers Mega-Shelter Best Practices Guide, 2006)

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	Function	Recorded Information
	<ul style="list-style-type: none"> Is there space available for quiet areas? 	<input type="checkbox"/> Yes <input type="checkbox"/> No Notes:
	<ul style="list-style-type: none"> Are there laundry facilities on-site? If yes, how many washers and dryers are there? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Who can access the laundry facilities? Are there any special conditions or restrictions for laundry? 	<input type="checkbox"/> Shelter workers <input type="checkbox"/> Shelter residents Notes:
14.	Availability of Shelter facility Staff	
	<ul style="list-style-type: none"> Would any shelter facility staff be available to support the following state-initiated regional shelter (SIRS) functions? (Please answer yes or no for each) 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ✓ Shelter facility Management 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ✓ Security 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ✓ Traffic Control 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ✓ Food services 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ✓ Communications and IT support 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ✓ Janitorial 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ✓ General Shelter Staff 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ✓ Medical 	<input type="checkbox"/> Yes <input type="checkbox"/> No

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	Function	Recorded Information
	✓ Behavioral Health	<input type="checkbox"/> Yes <input type="checkbox"/> No
	✓ Functional Needs Support Services	<input type="checkbox"/> Yes <input type="checkbox"/> No
	✓ Pet Shelter	<input type="checkbox"/> Yes <input type="checkbox"/> No

SHELTER FACILITY IDENTIFYING INFORMATION

This section records basic shelter facility information and points of contact. The requested information is intended to be very broad, and it is acknowledged that some categories of information may not be obtainable.

Shelter Facility Identification Information

	Shelter Facility Identification	Recorded Information
1.	Name of shelter facility	
2.	Address of shelter facility	
3.	Unique or remarkable shelter facility characteristics	
4.	Phone number of shelter facility	
5.	Fax number of shelter facility	
6.	After hours contact information	
7.	Nearest transportation hub (interstate, rail line, etc.)	
8.	GPS coordinates of shelter facility (latitude and longitude)	
9.	Elevation <i>First floor elevation should be on an equal or higher elevation than the base flood elevation level for the Flood Insurance Rate Map (FIRM) area for hurricane evacuation shelters.</i>	
10.	Nearest hospital	
11.	Appropriate points of contact	
	■ Authorization to use shelter facility	
	■ General shelter facility	
	■ Shelter facility maintenance ■ Shelter facility maintenance alternate, if available	
	■ Shelter facility grounds and parking lot	
	■ Shelter facility security	
	■ Local emergency management coordinator	
	■ Structural Integrity (wind load)	

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	Shelter Facility Identification	Recorded Information
12.	Agency operating the shelter and contact information	
13.	Recommended or likely shelter type (check all that apply)	<input type="checkbox"/> State-Initiated Regional Shelter <input type="checkbox"/> Personal Care Site <input type="checkbox"/> Overnight Shelter <input type="checkbox"/> Pet Shelter <input type="checkbox"/> Other
14.	Anticipated population the shelter facility is projected to be able to accommodate (i.e., feeding and medical)	
15.	Demographic profile snapshot information <ul style="list-style-type: none"> ■ Estimated number of children and adults in the jurisdiction with disabilities ■ Estimated number of pets that may require sheltering ■ Other important demographic information 	
16.	Anticipated pet population that the shelter facility is projected to be able to accommodate ³	
17.	Are there any existing memoranda of understanding related to the shelter facility's shelter and/or mass care operations? If yes, with whom?	Date signed: _____
18.	Is the shelter facility in a floodplain? <i>Consult FIRMs. Locate hurricane evacuation shelters outside the 100-year floodplain and, if possible, the 500-year floodplain and areas likely to be isolated by roadway inundation. Consider the proximity to dams and reservoirs for potential containment failure.</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No Year flood impact: _____ Notes:
19.	Does the shelter facility store certain reportable types or quantities of hazardous materials?	<input type="checkbox"/> Yes <input type="checkbox"/> No

³ The following formula may be used to project pet populations: Total number of households x 0.574

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	Shelter Facility Identification	Recorded Information
20.	Limitations of shelter facility use	<input type="checkbox"/> Available at any time <input type="checkbox"/> Only available during certain time periods. Describe: _____ <input type="checkbox"/> Not available during certain time periods. Describe: _____
21.	Directions to the shelter facility	

TOOL B

SHELTER FACILITY STRUCTURAL INFORMATION AND OPERATING SYSTEMS

Shelter Facility Structural Information

This section records basic structural information for the shelter facility. The requested information is intended to be very broad and it is acknowledged that some categories of information may not be obtainable.

Shelter Facility Structural Information

	Structural Information	Recorded Information
1.	Year shelter facility was built	
2.	Year built to building code	
3.	Total square feet	
4.	Current floor plans available? Location of copies?	
5.	Known hazards affecting the shelter facility (frequent urban flooding, near waterways, in flood zones, etc.)	
6.	Number of floors	
7.	Frame construction (for example, wood, steel, concrete, pre-fabricated, masonry)	
8.	Number of pedestrian entrances and exits (into the shelter facility)	
9.	Number of loading docks	
10.	Areas restricted from use	

Shelter Facility Operating Systems

This section records basic information on the operating systems of the shelter facility.

Shelter Facility Operating Systems

	Shelter Facility's Operational Systems	Recorded Information
1.	Emergency Power	
	Is shelter facility pre-wired for generator support?	<input type="checkbox"/> Yes <input type="checkbox"/> No

	Shelter Facility's Operational Systems	Recorded Information
	Does the shelter facility have a generator? Is the generator on-site or off-site?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Type and size of generator	
	Location of generator	
	Amount and type of fuel generator requires	
	Amount of fuel typically maintained in generator (during non-emergency times)	
	Length of time generator can operate before requiring refueling	
	Existing emergency contracts for fueling	
	Frequency of generator testing (daily, weekly, monthly)	
	List of resources that can be powered with generator (for example, lighting, water pumps, HVAC, refrigeration, kitchen facilities)	
	List of rooms or areas of the building supported by generator power	
	Are emergency power outlets easily identifiable?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.	Water Supply	
	What is the water supply source? (municipal, well, trapped, etc.)	
	What is the backup water supply source?	
	Is water supply supported by backup power resource?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.	Security Systems	
	Are there interior security cameras?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ If yes, are interior cameras fixed or PZT?	

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	Shelter Facility's Operational Systems	Recorded Information
	■ If yes, are interior cameras supported by backup power?	
	Are there exterior security cameras?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ If yes, are exterior cameras fixed or PZT?	
	■ If yes, are exterior cameras supported by backup power?	
	Are there security alarms?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ If yes, are alarms supported by backup power?	
4.	Fire Detection Systems	
	Location of fire alarms	
	Is sprinkler system installed?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Do fire alarms automatically alert the fire department?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Are there fire extinguishers throughout the shelter facility?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Is the fire alarm system supported by backup power source?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.	Signage	
	Are exit signs posted?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ If yes, are exit signs supported by backup power source?	
	Is there signage denoting various areas of the shelter facility?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6.	Communications	

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	Shelter Facility's Operational Systems	Recorded Information
	Is there an internal audio public address system?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ■ If yes, is the internal system supported by backup power source? ■ Does it reach all rooms in facility? If not, what rooms does it reach? 	
	Is there an external audio public address system?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ■ If yes, is the external system supported by backup power source? 	
	What is the telephone capacity?	
	<ul style="list-style-type: none"> ■ Number of rooms with telephone access 	
	<ul style="list-style-type: none"> ■ Number of lines 	
	<ul style="list-style-type: none"> ■ Types of phone (landline, digital) 	
	<ul style="list-style-type: none"> ■ Number of public phones 	
	<ul style="list-style-type: none"> ■ Is electrical power required to operate the telephone system? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ✓ If yes, is a backup power source available for the telephone system? 	
	What is the ham radio capacity?	
	Is there Internet capacity?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ■ Wired or wireless? 	
	<ul style="list-style-type: none"> ■ Throughout the building or only in certain rooms? 	
	<ul style="list-style-type: none"> ■ Is a login required to access the Internet? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ■ Does the Internet restrict access to certain websites? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> ■ If yes, can a login be provided to shelter staff to provide unrestricted Internet access? 	

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	Shelter Facility's Operational Systems	Recorded Information
	Is there cable television capacity?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Are there any known cell phone coverage issues with this facility?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	What cell phone carriers provide the best coverage for this facility location?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7.	Heating System	
	Heating system type (electric, natural gas, propane, fuel oil)	
	Is the heating system zoned?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes, how many heating zones are there and which areas of the shelter facility belong to which zone?	
	Which heating zones are operational with backup power source?	
8.	Air Conditioning/Cooling System	
	Does the shelter facility have a cooling system?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes, what type? (electric, natural gas, propane)	
	If yes, is the cooling system zoned?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes, how many cooling zones are there and which areas of the shelter facility belong to which zone?	
	Which cooling zones are operational with backup power source?	
9.	Elevators	
	How many elevators does the shelter facility have? Please list the location, type, and capacity of each elevator.	

	Shelter Facility's Operational Systems	Recorded Information
	Do the elevators have a backup power source?	<input type="checkbox"/> Yes <input type="checkbox"/> No
10.	Restroom and Showering Facilities	
<i>Guidance:</i> <ul style="list-style-type: none"> ■ One toilet for every 20 people (adult and children) ■ One sink for every two toilets ■ One shower for every 20 people (adult and children) 		
	Number of standard toilets for males	
	Number of standard toilets for females	
	Number of standard sinks in male restroom	
	Number of standard sinks in female restroom	
	Number of baby changing areas in the shelter facility	
	Number of showers for males	
	Number of showers for females	
11.	Sewage Handling	
	What is the source of sewage handling (septic tank, local/county sewer)?	
	Is sewage treated?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	What is the shelter facility's peak capacity for sewage handling?	
	How long can the shelter facility sustain peak capacity?	
	Can the system handle highest projected population use of toilets, showers, and sinks?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Shelter Facility Vehicular Access Capacity

This section records information about the shelter facility's access to vehicles (entrances, exits, and roadways) and known traffic patterns.

TOOL B

	Shelter Facility's Vehicular Access Capacity	Recorded Information
	Number of parking spaces	
	Number of accessible parking spaces	
	Number of van accessible parking spaces	
	Number of parking spaces that can be designated for staffing	
	Number of parking spaces that can be designated for vendors	
	Number of vehicular entrances and exits	
	What are the normal traffic patterns in parking lot? Are there available diagrams of them?	
	Is there an area dedicated to bus traffic?	
	Is there an area dedicated for a drop-off or loading zone?	

SHELTER FACILITY CONSIDERATIONS FOR ACCOMMODATION OF PETS

This section records information regarding a shelter facility's capacity for accommodating pets. Please note: It is preferred that all areas have non-carpeted flooring.

Recommended Criteria for Pet Shelter Functions

	Function	Recorded Information
1.	Ability to Accommodate Pets	
	<ul style="list-style-type: none"> Does the shelter facility have the capacity to accommodate a designated area for animals? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> If yes, what types of animals can be accommodated? 	
	<ul style="list-style-type: none"> If yes, how much space can be dedicated? 	
	<ul style="list-style-type: none"> If yes, does the space have ready access to washing facilities? 	
	<ul style="list-style-type: none"> If yes, does the space have easy access to outdoor areas? 	
	<ul style="list-style-type: none"> If yes, does the space have a separate ventilation system? 	
	<ul style="list-style-type: none"> If yes, does the space have cement or tile floors with drains? Please specify. 	
	<ul style="list-style-type: none"> Agency that will operate the pet shelter and contact information 	
2.	Access to Pet Area	
	<ul style="list-style-type: none"> Can the entrance to the pet portion of the shelter facility be limited to one main egress/ingress? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> If no, how many entrances/exits are there to the pet section of the state-initiated regional shelter? 	
3.	Registration Services	
	<i>Guidance:</i> <ul style="list-style-type: none"> The registration services area must be large enough for tables, crates, and chairs. 	
	<ul style="list-style-type: none"> How much square footage can be designated to pet registration? 	
4.	Area for Dogs	
	<i>Guidance:</i> <ul style="list-style-type: none"> The area for dogs must allow 6-8 square feet per dog to accommodate crates and storage. 	
	<ul style="list-style-type: none"> How much square footage can be designated for dogs? 	
	<ul style="list-style-type: none"> Can the area be temperature controlled? 	<input type="checkbox"/> Yes <input type="checkbox"/> No

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	Function	Recorded Information
5.	Area for Cats	
<i>Guidance:</i> <i>The area for cats must allow 4-6 square feet per cat to accommodate crates and storage.</i>		
	■ How much square footage can be designated for cats?	
	■ Can the area be temperature controlled?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6.	Area for Other Animals	
<i>Guidance:</i> ■ <i>The area for other animals must allow 4-6 square feet per animal to accommodate crates, cages, storage, etc.</i>		
	■ How much square footage can be designated for other animals?	
	■ Is there adequate electrical power available for heating if reptiles are accepted?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ Can area be temperature controlled?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7.	Isolation Area for Sick Animals	
<i>Guidance:</i> ■ <i>The area for sick animals must allow 6-8 square feet per animal to accommodate crates and storage.</i>		
	■ How much square footage can be designated to isolate sick animals?	
	■ Can area be temperature controlled?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8.	Area for Aggressive Animals	
<i>Guidance:</i> ■ <i>The area for aggressive animals must allow 6-8 square feet per animal to accommodate crates and storage.</i>		
	■ How much square footage can be designated for aggressive animals?	
	■ Can area be temperature controlled?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9.	Pet Medical Area	

	Function	Recorded Information
<p><i>Guidance:</i> <i>The space for the pet medical area must meet the following criteria:</i></p> <ul style="list-style-type: none"> ■ <i>Minimum of 100 square feet</i> ■ <i>Separate area from kennel area</i> 		
	■ How much square footage can be designated for medical care for pets?	
	■ Can area be temperature controlled?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ Does the area have access to hand washing sinks?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ How many tables for examination can the area include?	
10.	Pet Exercise/Relief Area	
<p><i>Guidance:</i> ■ <i>The space for the pet exercise/relief area must meet the following criteria:</i></p> <ul style="list-style-type: none"> ✓ <i>Area with fenced enclosure</i> ✓ <i>Adequate space for animals to exercise and relieve themselves</i> 		
	■ Is there a fenced in area on the grounds that can be used to exercise and as a bathroom area for the animals?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	■ If yes, what is the square footage?	
	■ Is there adequate area to store pet waste?	<input type="checkbox"/> Yes <input type="checkbox"/> No
11.	Storage Area	
<p><i>Guidance:</i> ■ <i>The area for storage must be a minimum of 100 square feet to accommodate pet food, crates, and other supplies.</i></p>		
	■ How much square footage can be designated for storage area?	
12.	Staff Administrative Office	
<p><i>Guidance:</i> ■ <i>The area for the staff administrative office should be large enough to set up an office containing:</i></p> <ul style="list-style-type: none"> ✓ <i>Table and chairs for staff</i> ✓ <i>Office equipment (computers, printers, fax copiers)</i> 		
	■ How much square footage can be designated for administrative office?	
13.	Shelter Staff Area	
<p><i>Guidance:</i> ■ <i>The area for shelter staff must have a separate area or room for breaks.</i></p>		

TOOL B

	Function	Recorded Information
	<ul style="list-style-type: none"> How much square footage can be designated for staff area? 	
14.	Waste Storage and Removal	
	<ul style="list-style-type: none"> What is the standard waste removal process? 	
	<ul style="list-style-type: none"> Can standard waste removal services accommodate the amount of waste that may be generated by the projected population? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<ul style="list-style-type: none"> Can waste removal services be sustained 24 hours per day for up to 7 days? 	<input type="checkbox"/> Yes <input type="checkbox"/> No

TOOL C

SAMPLE LOCAL SHELTER MEMORANDUM OF UNDERSTANDING/ MEMORANDUM OF AGREEMENT

The local community should have memoranda of understanding (MOUs)/memoranda of agreements (MOAs) with school districts and other public and private facilities. The MOU/MOA establishes understanding on the following points of operation:

- Addresses authorization for use of the facility and procedures for notification
- Describes terms of use for equipment at the facility (radios, fax machines, televisions, computers, etc.) and any reimbursement or arrangements for use of utilities (gas, water, electricity, and telephones)
- Discusses the length of use (use for as short a period as possible; continued use of the facility will be based on the mutual decision of both parties)
- Emphasizes return of the facility to its original condition, including the replacement or reimbursement for any damage or materials/supplies consumed during the sheltering operation
- Defends, hold harmless, and indemnifies the facility against any legal liability for actions that occur during the sheltering operation

Below is a generic template that provides local communities with guidance on what should be included in MOU.

Following the template, we have included the American Red Cross (ARC) Shelter Agreement. This agreement includes additional clauses such as food service, custodial services, and security that the local community may want to consider requesting the facility owner/operator to provide as part of its MOU/MOA.

[INSERT] Local Community Mass Care and Shelter Memorandum of Understanding

This agreement is made and entered into between the **[Insert local community]** and **[Name of the facility]** to establish shelter site locations and terms of use in the event of an evacuation residents of **[Insert local community]**.

The **[Insert local community]** will make every effort to notify **[Name of the facility]** of evacuation possibilities with as much notice as possible. Contact information between the two parties shall be maintained in a separate tool and is considered confidential information and is not subject to public disclosure.

[Name of the facility] agrees to open their building located at **[Physical address of the facility]** to provide shelter and assistance to residents evacuated during emergency situations when residents have a need to be sheltered. **[Name of the facility]** has a capacity to accommodate approximately **[Number]** people.

[Name of the facility] understands that their organization will be responsible for opening the building and developing procedures for making the building accessible, including rest rooms and an area with phone and Internet connection (if available) for **[Insert personnel names]** personnel.

The **[Insert local community]** agrees that it shall exercise reasonable care in the conduct of its activities in said facilities and further agrees to replace or reimburse **[Name of the facility]** for any items, materials, equipment or supplies that may be used by the district in the conduct of its sheltering activities in said facilities.

The **[Insert local community]** will be responsible for replacing, restoring, or repairing damage occasioned by the use of any building, facilities or equipment belonging to **[Name of the facility]**

The **[Insert local community]** will reimburse **[Name of the facility]** for any bona fide expenditure of personnel required to maintain the facility, including overtime costs, upon production of receipts or time sheets. **[Insert local community]** will not pay any operational or administrative fees to **[Name of the facility]**

The **[Insert local community]** shall provide any and all releases of information to the press and media. Requests for interviews or information submitted to **[Name of the facility]** shall be directed to the **[Insert local community]** Public Information Officer.

The **[Insert local community]** will make every effort to recognize the hospitality of **[Name of the facility]** in any press or media releases pertaining to the re-location and mass care and sheltering of residents.

Nothing in this MOU is intended to conflict with current laws or regulations of the United States of America, Commonwealth of Massachusetts, or local government. If a term of this agreement is inconsistent with such authority, then that term shall be invalid, but the remaining terms and conditions of this MOU shall remain in full force and effect.

This agreement shall become effective on **[Insert effective date]** and may be modified upon the mutual written consent of the parties.

The terms of this agreement, as modified with the consent of both parties, shall be self renewable for a period of five (5) years from the end date of the agreement unless written termination is given by either party. Either party, upon sixty (60) days written notice to the other party, may terminate this agreement.

The terms of this agreement, as modified with the consent of both parties,

AND NOW, this _____ day of _____ 20____, the parties hereby acknowledge the foregoing as the terms and conditions of their understanding.

Authorized Signature, **[Insert Title]**

Authorized Signature, **[Insert Title]**

Date

Date

**[INSERT] Local Community
Memorandum of Understanding
Mass Care and Shelter Contact Information
Confidential – Not for Public Disclosure**

[INSERT] Building:

Address:

Phone:

Fax:

[INSERT]:

E-mail:

Phone:

Cell:

[INSERT]:

E-mail:

Phone:

Cell:

[INSERT]:

E-mail:

Phone:

Cell:

Approximate Number of residents:

Evacuation route from school to shelter site:

Estimation of residents who will need functional needs support services:

Please attach additional planning or operational procedures to this form.

Host Facility:

Address:

Phone:

Fax:

Occupancy Capacity:

Contact Person(s)

1st Name:

Address:

E-mail:

Phone:

Cell:

2nd Name:

Address:

E-mail:

Phone:

Cell:

3rd Name:

Address:

E-mail:

Phone:

Cell:

**American Red Cross
Shelter Agreement**

The American National Red Cross (“Red Cross”), a not-for-profit corporation chartered by the United States Congress, provides services to individuals, families, and communities when disaster strikes. The disaster relief activities of the Red Cross are made possible by the American public, as the organization is supported by private donations and facility owners who permit their buildings to be used as a temporary refuge for disaster victims. This agreement is between the Red Cross and a facility owner (“Owner”) so the Red Cross can use the facility as an emergency shelter during a disaster.

DR#: _____ Facility: _____

Parties and Facility

Owner:

Legal
name: _____

Chapter: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell
phone/pager: _____

Address for Legal Notices:

Red Cross:

Legal The American National Red Cross
name: _____

Chapter: _____

TOOL C

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell
phone/pager: _____

Address for Legal Notices:

Copies of legal notices must also be sent to:

The American National Red Cross, Office of the General Counsel,
2025 E Street, NW, Washington DC 20006

and

The American National Red Cross, Disaster Operations,
2025 E Street NW, Washington, DC 20006.

Shelter Facility:

(Insert name and complete street address of building or, if multiple buildings, write “See attached Facility List” and attach Facility List including complete street address of each building that is part of this Agreement).

Terms and Conditions

1. Use of Facility: Upon request and if feasible, the Owner will permit the Red Cross to use the Facility on a temporary basis as an emergency public shelter.
2. Shelter Management: The Red Cross will have primary responsibility for the operation of the shelter and will designate a Red Cross official, the Shelter Manager, to manage the sheltering activities. The Owner will designate a Facility Coordinator to coordinate with the Shelter Manager regarding the use of the Facility by the Red Cross.
3. Condition of Facility: The Facility Coordinator and Shelter Manager (or designee) will jointly conduct a pre-occupancy survey of the Facility before it is turned over to the Red Cross. They will use the first page of the [Facility/Shelter Opening/Closing Form](#), available on CrossNet, to record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that the Red Cross should not use while sheltering in the Facility. The Red Cross will exercise reasonable care while using the Facility as a shelter and will make no modifications to the Facility without the express written approval of the Owner.
4. Food Services: Upon request by the Red Cross, and if such resources exist and are available, the Owner will make the food service resources of the Facility, including food, supplies, equipment and food service workers, available to feed the shelter occupants. The Facility Coordinator will designate a Food Service Manager to coordinate the provision of meals at the direction of and in cooperation with the Shelter Manager. The Food Service Manager will establish a feeding schedule, determine food service inventory and needs, and supervise meal planning and preparation. The Food Service Manager and Shelter Manager will jointly conduct a pre-occupancy inventory of the food and food service supplies in the Facility before it is turned over to the Red Cross.
5. Custodial Services: Upon request by the Red Cross and if such resources exist and are available, the Owner will make its custodial resources, including supplies and custodial workers, available to provide cleaning and sanitation services at the shelter. The Facility Coordinator will designate a Facility Custodian to coordinate the provision of cleaning and sanitation services at the direction of and in cooperation with the Shelter Manager.
6. Security: In coordination with the Facility Coordinator; the Shelter Manager, as he or she deems necessary and appropriate, will coordinate with law enforcement regarding any public safety issues at the Shelter.
7. Signage and Publicity: The Red Cross may post signs identifying the shelter as a Red Cross shelter in locations approved by the Facility Coordinator and will remove such signs when the shelter is closed. The Owner will not issue press releases or other publicity concerning the shelter without the express written consent of the Shelter Manager. The Owner will refer all media questions about the shelter to the Shelter Manager.
8. Closing the Shelter: The Red Cross will notify the Owner or Facility Coordinator of the closing date for the shelter. Before the Red Cross vacates the Facility, the Shelter Manager and Facility Coordinator will jointly conduct a post-occupancy survey, using the second page of the Shelter/Facility Opening/Closing Form to record any damage or conditions. The Shelter Manager and Facility Coordinator or Food Service Manager will conduct a post-occupancy inventory of the food and supplies used during the shelter operation.

TOOL C

9. Reimbursement: The Red Cross will reimburse the Owner for the following:

- a. *Damage to the Facility or other property of Owner*, reasonable wear and tear excepted, resulting from the operations of the Red Cross. Reimbursement for facility damage will be based on replacement at actual cash value. The Red Cross will select from among bids from at least three reputable contractors. The Red Cross is not responsible for storm damage or other damage caused by the disaster.
- b. *Reasonable costs associated with custodial and food service personnel* which would not have been incurred but for the Red Cross's use of the Facility for sheltering. The Red Cross will reimburse at per hour, straight-time rate for wages actually incurred but will not reimburse for (i) overtime or (ii) costs of salaried staff.
- c. *Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such costs would not have been incurred but for the Red Cross's use of the Premises (both parties must initial all utilities to be reimbursed by the Red Cross):

	Owner initials	Red Cross initials
Water	_____	_____
Gas	_____	_____
Electricity	_____	_____
Waste Disposal	_____	_____

The Owner will submit any request for reimbursement to the Red Cross within 60 days after the shelter closes. Any request for reimbursement for food, supplies or operational costs must be accompanied by supporting invoices. Any request for reimbursement for personnel costs must be accompanied by a list of the personnel with the dates and hours worked at the shelter.

10. Insurance: The Red Cross shall carry insurance coverage in the amounts of at least \$1,000,000 per occurrence for Commercial General Liability and Automobile Liability. The Red Cross shall also carry Workers' Compensation coverage with statutory limits for the jurisdiction within which the facility is located and \$1,000,000 in Employers' Liability.
11. Indemnification: The Red Cross shall defend, hold harmless, and indemnify Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death and property damage arising from the negligence of the Red Cross during the use of the Premises.
12. Term: The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

THE AMERICAN NATIONAL RED CROSS

Owner (legal name)

(legal name)

By (signature)

By (signature)

Name (printed)

Name (printed)

Title

Title

Date

Date

Red Cross Shelter Layout Recommendations

In allocating space, give consideration to the following needs:

- Reception and registration
- Emergency medical care
- Sleeping
- Counseling/interviewing space
- Feeding
- Manager's office
- Storage for food and supplies
- Child care
- Storage for personal belongings
- Rest room for staff (in larger shelters)
- Recreation

Additional Shelter Layout Tips (from the American Red Cross):

- Shelter residents should first proceed to the registration desk before going to their lodging area.
- Set up a bulletin board near the registration table. Post messages received for shelter residents and shelter rules and relief information.
- Set up the sleeping area, so each person (cot) has 40 square feet of space (5'x8'). Space cots or bedding to allow access for people with mobility disabilities and ensure clear paths to all fire exits. If space permits, set up separate sleeping areas for the elderly, people who are ill, and families with small children.
- Provide adequate space for a shelter manager and associated staff to function 24 hours per day. This includes space for staff meetings, administrative functions, communications, and volunteer coordination.
- Organize the space so that it is accessible for people with visual or mobility disabilities; make space for disabled parking in the parking lot.
- Organize space to provide for adequate ventilation.
- Locate medical and health services in a well-lighted room or area that is away from public view. If possible, keep medications and medical equipment in a lockable storage compartment.
- Create an additional quiet area for counseling or interviewing persons.

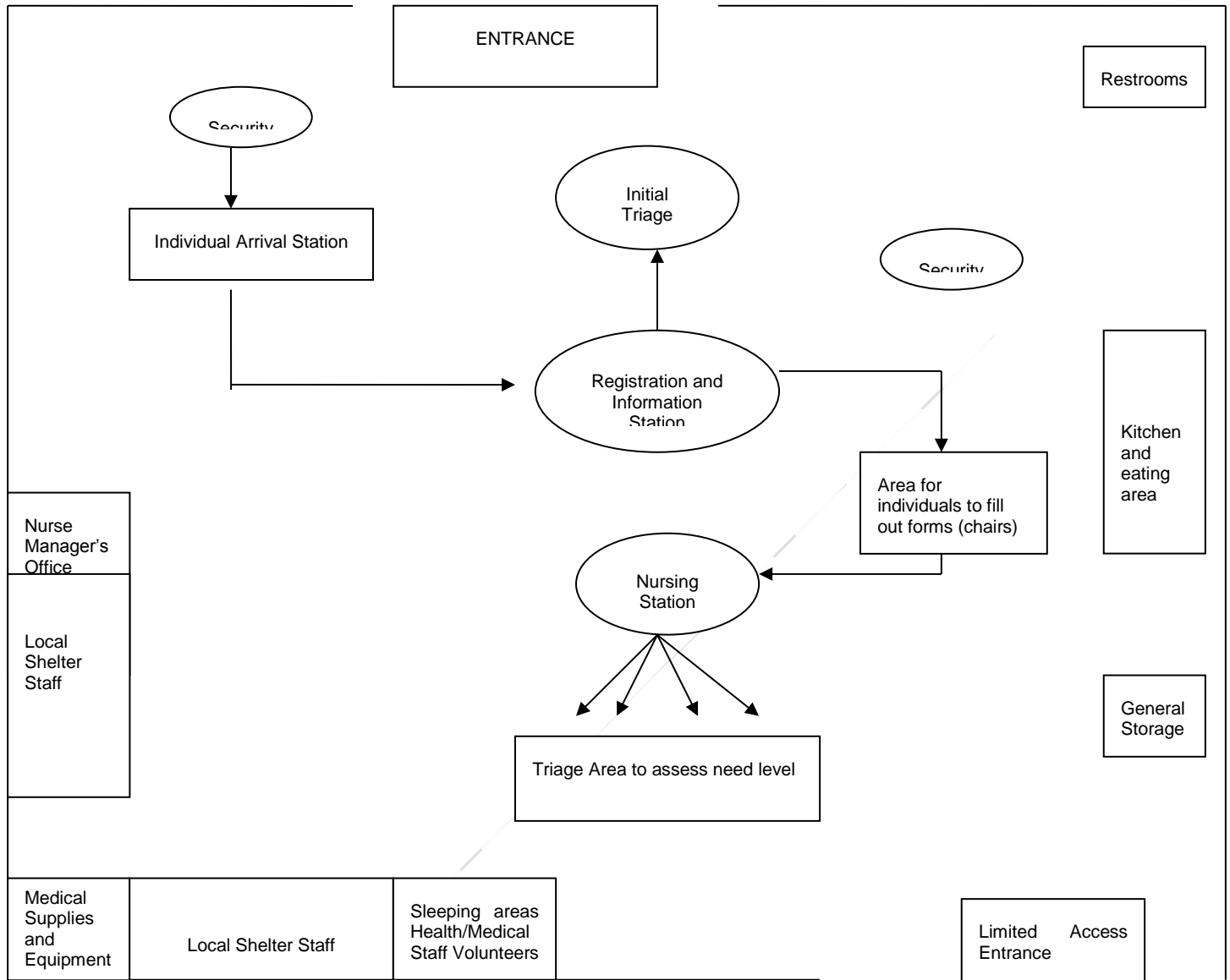
TOOL D

- The food storage area should be secure and accessible by truck.
- Ensure that garbage is stored away from food storage and occupied shelter areas. A major earthquake disaster may disrupt garbage removal service for some time.
- Designate an outdoor smoking area away from air intake vents and flammable materials. If using a public school site, state law stipulates that there be no smoking on school grounds.
- Create an area outside for the handling of pets.
- Ensure that the shelter address is clearly visible from the nearby street; post a sign that clearly marks the building as a disaster shelter.

Sample Shelter Registration and Triage Area

The sample shelter diagram provides an overview of how to set up the shelter registration and triage areas.

LOCAL SHELTER SETUP



TOOL E

SHELTER INTAKE FORM

State-Initiated Regional Shelter Command Operations Intake and Evaluation Form			
Date/Time:	Shelter Name/Community/State		
Is there anything you or a member of your family need right now to stay healthy while in the shelter? Yes or No (circle one) If No, is there anything you will need in the next 6-8 hours? Yes or No (circle one)			
Do you or a family member have a health, mental health, or other condition about which you are concerned? Yes or No (circle one)			
Family Last Name:			
Primary language spoken in home:		Intake Interviewer may need assistance with language/interpreter YES / NO	
Names/ages/genders of all family members present: Continue on over-side	1.	Age:	<input type="checkbox"/> Male <input type="checkbox"/> Female
	2.	Age:	<input type="checkbox"/> Male <input type="checkbox"/> Female
	3.	Age:	<input type="checkbox"/> Male <input type="checkbox"/> Female
If alone and under 18, location of next of kin/parent/guardian: If unknown, notify shelter manager & interviewer initial here:			
Home Address:			
Client Contact Number:		Interviewer Name (print name):	Signature:
DO YOU HAVE A URGENT MEDICAL OR SAFETY CONCERN OR ISSUE RIGHT NOW? If yes, STOP and call for assistance <u>NOW!</u> Or Call 911.			
COMMUNICATIONS	Circle	Actions to be taken	Name of Individual/Comments
Will you need assistance with understanding or answering these questions?	YES / NO	If YES, notify shelter manager; refer to Additional Assistance.	
HEARING	Circle	Actions to be taken	Name of
Do you have a hearing impairment?	YES / NO	If YES to either, ask the next two questions. If NO, skip the next two questions.	
Do you use a device/aid to assist you? If so what device/aid do you use?	YES / NO	If NO, identify replacements.	
Do you have your device/aid with you and does it work?	YES / NO	If YES, identify replacements.	
Do you require a sign language interpreter?	YES / NO	If YES, identify replacements.	
LANGUAGES	Circle	Actions to be taken	Name of
Do you require translation services?	YES / NO	If YES, what type of service?	
How do you best communicate with others?	YES / NO	Languages? Sign language? Smartphone? Computer?	

TOOL E

State-Initiated Regional Shelter Command Operations Intake and Evaluation Form			
What languages can you communicate in?		Speak:	
		Read:	
		Write:	
VISION/SIGHT	Circle	Actions to be taken	Comments
Do you have a vision impairment?	YES / NO	If YES, what type of impairment?	
Do you use a device/aid to assist you?	YES / NO	If YES, what device/aid do you use?	
Do you have your device/aid with you?	YES / NO	If YES, what type of device do you have with you?	
Do you need help getting around, even with your device/aid?	YES / NO	If YES, what type of help do you need?	
Would you like to be provided with a shelter orientation (initial walk through)?	YES / NO	If YES, provide shelter walk through.	
MEDICAL	Circle	Actions to be taken	Comments
Do you have any severe allergies? Environmental, chemical, food, medication?	YES / NO	If YES, refer to Health Services/Food Services. List:	
Do you use special medical equipment or supplies? (Epi-pen, diabetes supplies, respirator, oxygen, dialysis, ostomy, etc.)	YES / NO	List special medical equipment or supplies. If dialysis obtain name and location of company where the person receives dialysis services.	
Do you have it with you?	YES / NO	If NO, list potential sources	
Have you been in the hospital or under the care of a doctor in the past month?	YES / NO	If YES, list reason.	
Do you take any medicine(s) regularly?	YES / NO		
When did you last take your medicine?		Date/Time	
When should you take your next dose?		Date/Time	
Do you have the medicine with you?	YES / NO	If NO, identify medications and process for replacement.	
Do you have your prescription with you?	YES / NO		
Do you have any other medical needs:	YES / NO	List:	
INDEPENDENCE FOR DAILY LIVING	Circle	Actions to be taken	Comments
Do you use medicine, devices/aids/equipment and/or medical	YES / NO	If YES, refer to Health Services.	
Do you require assistance from a caregiver (including a family member or friend), personal assistant, or service animal for activities of daily living?	YES / NO	If YES, ask next question. If NO, skip next question.	
Is your caregiver, personal assistant, or service animal here or can they come? If NO, circle which one.	YES / NO	If NO refer to Health Services. If yes, obtain their name and contact information.	

State-Initiated Regional Shelter Command Operations Intake and Evaluation Form			
What activity/activities do you require assistance with?	YES / NO	If YES, specify and explain.	
Do you have an adequate supply of your medications?	YES/NO	If NO, where is medications refilled?	
Are you on any special diet?	YES / NO	If YES, list special diet and notify feeding staff.	
Do you have food allergies?	YES / NO	If YES, list food allergies and notify feeding staff.	
SUPERVISION AND SUPPORT	CIRCLE	ACTIONS	Comments
Do you or any of your family members require additional support or supervision?	YES / NO	If YES, list type and frequency.	
Are you presently receiving any benefits (e.g., Medicare, Medicaid) or do you have other health insurance?	YES / NO	If YES, list type and benefit number(s) if available. Photocopy card.	
Do you need access to a 12-step program? Which one?	YES / NO	List program type.	
Would you like to register on the Red Cross Safe and Well website to let loved ones know you are OK?	YES / NO	If yes, provide registration form.	
Would you be able or willing to help others in the shelter?	YES / NO	How? Serve food, organize service teams etc.	
TRANSPORTATION	Circle	Actions to be taken	Comments
Do you need assistance with transportation?	YES / NO	If YES, list destination and date/time.	
Do you have any other transportation needs?	YES/NO	If YES, please define.	
ADDITIONAL QUESTIONS TO INTERVIEWER			
Would this person benefit from a more detailed health or mental health assessment?	YES / NO	<ul style="list-style-type: none"> ▪ If yes, refer to Health Services or DMH. ▪ If client is uncertain or unsure of answer to any question, refer to health services or mental health services for in 	
Does the client appear to be overwhelmed, disoriented, agitated or a threat to self or others?	REFER TO HEALTH SERVICES OR MENTAL HEALTH SERVICES	If life threatening, call 911. If YES or unsure, refer immediately to Health Services.	Interviewer Initial
Can this shelter provide the assistance and support needed?	YES / NO	If NO, work with Health Services and shelter	
Has the person been able to express his/her needs and make choices?	YES / NO	If NO or uncertain, consult with HS, DMH, and shelter manager.	
HS/DMH signature:			Date:
Summary of Actions			

TOOL E

State-Initiated Regional Shelter Command Operations Intake and Evaluation Form			
Support Required	Circle	Actions to be taken	Name of Individual/Comments
Is any medical support needed or additional follow-up required?	Yes No	Please summarize what actions need to be taken.	
Are there any assistive technologies needed?	Yes No	If yes, please summarize what is needed based on the evaluation above.	
Does the individual need assistance with transportation?	Yes No	If yes, please describe the location destination and timeframe needed.	
Follow-Up Actions			

State-Initiated Regional Shelter Command Operations Intake and Evaluation Form

Name and Contact Information for Individual**Date of Request:****Description of Request and Additional Contact Information****Date of Action Taken:****Describe the Action Taken:**

TOOL F

SHELTER STAFF AND VISITOR SIGN-IN FORMS

Shelter Residents Sign-In/Out Form

Date: _____ Location of Shelter: _____

Time In	Time Out	Name	Are You Returning? Yes/No	Emergency Contact #

Shelter Staff Sign-In/Out Form

Date: _____ Location of Shelter: _____

Time In	Time Out	Name	Shelter Position	Emergency Contact #

Visitor Sign-In/Out Form

Date:_____

Location of Shelter: _____

[illegible]

TOOL G SHELTER SITUATION REPORT

Daily Local Shelter Report

Report Date	
Report #	

Staffing				
Shelter Facility Name		City	State	ZIP
Shelter Manage Name		Cell Phone	Email Address	
Facility Coordinator Name		Cell Phone	Email Address	
Supervisor	Disaster Health Services	Disaster Mental Health	Facility Inspection Time	
1 st Shift				
2 nd Shift				
3 rd Shift				
Total # of Staff (Including Manger & Supervisors)		1 st Shift	2 nd Shift	3 rd Shift

Shelter Population			
Time Reported		Name of Reporter	Shelter Count
Noon Report			
Midnight Report			

TOOL G

Functional Needs Support Services

The Federal Emergency Management Agency (FEMA) defines FNSS as services that enable individuals to maintain their independence in a general population shelter. Service animals will not be separated from their owners and will be able to reside with their owner in the SIRS; this is applicable in shelters that provide a different area to accommodate pets. FNSS include the following:

- Reasonable modification to policies, practices, and procedures
- Provisions for durable medical equipment (DME)
- Provisions for consumable medical supplies (CMS)
- Provisions for personal assistance services (PAS)
- Other goods and services as needed

Children and adults requiring FNSS may have physical, sensory, mental health, and cognitive and/or intellectual disabilities affecting their ability to function independently without assistance. Others that may benefit from FNSS include pregnant women, elders, and people with bariatric equipment needs. In addition to those services listed above, the Commonwealth also recognizes that some individuals may require non-acute medical assistance and or communication assistive technologies and services to maintain their independence in a shelter setting. Unaccompanied minors as well as adults requiring supervision who may have been separated from their caretakers may also show up at the shelter. Shelter coordinators will have to contact the appropriate authorities and provide care for these individuals until they can be reunited with their caregiver or the appropriate authority takes custody.

FNSS Services Offered
(Describe the FNSS services being offered)

FNSS Services Needed
(Describe the FNSS services needed. Emphasize the amounts or number of shelter resident with the various types of needs being offered.)

Daily Reporting

New Shelter Registration Today

Breakfast

Lunch

Dinner

Total # Meals

Meals Served

Snacks

Water

Other Drinks

Total # Meals

Snacks & Drinks Served

Comfort Kits Distributed

Clean-Up Kits Distributed

Other Bulk Items Distributed

SHELTER SITUATION REPORT

--	--	--

Supplies Inventory						
Cots		Blankets	Comfort Kits	Clean-Up Kits	Other Items	Other Items Comment
# of Supplies						

Unusual Situations & Other Important Information	
Prepared By (<i>signature</i>)	Date
Prepared By (<i>print name</i>)	

TOOL H

SHELTER RULES

This section includes recommended mass care and shelter rules and regulations for local communities to use during an incident.

Mass Care and Shelter Rules and Regulations
▪ Indicate any restricted areas within the shelter facility.
▪ Encourage shelter residents to keep valuables elsewhere. If this is not possible, encourage residents to keep valuables with them at all times.
▪ Establish quiet hours, but provide a place for those who cannot sleep.
▪ Establish shower and bathing schedule and post prominently.
▪ Establish a curfew and stick to it.
▪ Establish policies regarding use of telephones.
▪ Establish outdoor smoking areas (if using a public school site, state law stipulates that there be no smoking on school grounds).
▪ No abusive or belligerent behavior toward staff or other shelter residents.
▪ No stealing or destruction of property.
▪ No food in the dormitory area.
▪ Children must be accompanied at all times.
▪ Shelter residents must be dressed appropriately at all times.
▪ No alcohol or drugs are allowed in the shelter and no admittance into the shelter is allowed while a person is under the influence of alcohol or drugs.
▪ No weapons in the shelter.

TOOL I SHELTER RESOURCES

Personal Care Site Resources

The table below provides a list of equipment and supplies needed for personal care site operations. These resource needs may change based on needs of the personal care site residents as well as the type of hazard or threat.

<input checked="" type="checkbox"/>	Item	Comment
	Plastic gloves	Latex-free
	First aid supplies	
	Sterile/bottle water	
	Ice	
	Coolers	
	Hand sanitizer	Per H1N1 shelter guidance
	Tissues	Per H1N1 shelter guidance
	Food/snacks	
	Toiletries	Tooth paste, toilet paper, etc.
	Baby formula	
	Diapers	

Shelter Resources

The table below provides a list of equipment and supplies needed to support shelter operations. These resource needs may change based on needs of the shelter residents as well as the type of hazard or threat.

<input checked="" type="checkbox"/>	Item	Comment
Entrance and Registration		
	Portable ramps	
	Tables	Ensure enough tables to allow space for privacy while registering shelter clients. Also, allow for enough tables (usually two) for health care officials to conduct interviews with clients.
	Chairs	Two chairs will be placed on the client side of the table and one chair for the registration staff side of the table.
	Registration forms	Registration and healthcare registration forms can be obtained by the American Red Cross (ARC). If a jurisdiction creates its own form, it should capture the names of all of the members of the household, a pre-disaster address and phone number, and a post-disaster address and phone number. The forms should also include a release that permits shelter personnel to release their information through appropriate resources to family members looking for them. Health registration forms should capture all pertinent medical information.
	Pads of paper	
	Pens	
	Pet shelter forms	Registration, rules for owners, etc.
	Control sticks	
	Office supplies	
	Signage	
	System for tracking animals and matching them with owners	Bands, computer and printer, etc
	Storage containers	

SHELTER RESOURCES

<input checked="" type="checkbox"/>	Item	Comment
Dormitory⁴		
	Cots/mats	Adequate number of cots/mats for shelter residents and staff. Twenty percent of cots/mats should be the sturdier and/or accessible for those with a specific need for them. Extra cots/mats should be available in case they malfunction or become soiled.
	Cots (Accessible)	Accessible cots are higher, wider, and sturdier than standard cots for general populations.
	Blankets	Two blankets for each shelter resident and overnight staff plus extras
	Egg crate mattress foam	
Service Animals in the Dormitory (Please note that service animals should remain with their owners at all times.)		
	Flea spray	
	Microchip scanner	
	Animal first aid book	
	Animal carriers	Ranging in size and stackable if possible
	Animal bedding	
	Muzzles	
	Leashes and collars	Various sizes
	Harnesses	
	Storage containers	
	Feeding dishes	Disposable for dogs and cats
	Plastic gloves	Latex-free if possible
	Heavy duty gloves	

⁴ Evacuation shelters that are operational for three days or less are not required to have cots and/or blankets.

TOOL I

<input checked="" type="checkbox"/>	Item	Comment
	Cleaners and disinfectant	
	Plastic sheeting	
Personal Items		
	Diapers	Various sizes for adults and children
	Personal wipes	
	Comfort items	Toothpaste, toothbrushes, soap, mouth wash, razors, and shaving cream (trial size)
	Dark non-prescription sunglasses	
Play Areas		
	Toys	Appropriate for different age groups
	Children's books	Appropriate for different age groups
	Outdoor toys	Basketballs, baseball equipment, jump ropes, etc., for supervised play if space is available
	Coloring books and crayons	
	Television and DVD player	
	Children's DVDs	
Bathrooms		
	Toilet paper	
	Paper towels	Most supplies are usually already initially available in facility; resupply may be necessary.
	Hand soap	
	Raised toilet seat	For bathrooms that are not already equipped with ADA equipment
	Shower chair	

<input checked="" type="checkbox"/>	Item	Comment
	Bedside commodes and urinals	
Communications		
	Television	Television should have ability to access news media at a minimum
	Bulletin board	For posting communications to residents
	Public telephone	For shelter residents
	Public computer/Internet	For shelter residents
	Two-way radios	For shelter staff
Kitchen		
	Paper goods	Hot and cold cups, dinner and snack plates, napkins
	Plastic ware	Forks, spoons, knives
	Serving utensils	Serving spoons and forks, knives, spoodles
	Cooking tools	Pots and pans (if food is not being brought in)
	Cambros	Insulated containers for maintaining food temperatures
	Drinking straws	
	Ice	
	Baby formula/food	
Health Area		
	Health registration forms	
	Cots/mats	
	Blankets	
	Ice packs	
	Nursing kit	Filled with first aid supplies, blood pressure supplies, etc.

TOOL I

<input checked="" type="checkbox"/>	Item	Comment
	Mask	To be used for clients with unexplained coughs
	Hard candy	
	Medical wraps and bandages	
	Plastic gloves	Latex-free
	Plastic and regular syringes	
	First aid supplies	
	Oxygen	Set-ups for individual use
	Refrigerator	For drug and medical use only
	Expanded medical supplies	Includes insulin, D50, IV/TPN supplies
	Medical waste disposal	Red bags, sharps containers, etc.
	Disposable linens	
Pet Areas		
	Flea spray	
	Microchip scanner	
	Pet first aid book	
	Pet carriers	Ranging in size and stackable if possible
	Animal bedding	
	Muzzles	
	Cat litter trays	Disposable if possible
	Cat litter	
	Dog and cat toys	
	Leashes and collars	Various sizes

SHELTER RESOURCES

<input checked="" type="checkbox"/>	Item	Comment
	Pet harnesses	
	Control sticks	
	Storage containers	
	Feeding dishes	Disposable for dogs and cats
	Can openers	
	Plastic gloves	Latex-free if possible
	Heavy duty gloves	
	Cleaners and disinfectant	
	Air deodorant	
	Heavy duty garbage bags	
	Trash cans	
	Plastic sheeting	
	Fans	For keeping pet areas cool
Mobility Equipment		
	Wheelchairs, walkers, canes	
	Tools for basic wheelchair repair	Include duct tape
Other		
	Signage	Signage should be posted outside the shelter identify the shelter location and to indicate the entrance that should be used to enter. Signage also should be used to designate the different areas (for example, dormitory, play area, etc.), and to communicate shelter rules, etc.
	Office supplies	
	Caution tape	Rope off areas where clients are not permitted

TOOL I

<input checked="" type="checkbox"/>	Item	Comment
	Tape	Duct tape and masking tape should be available
	Hand sanitizer	Should be liberally available, especially in the registration area (keep out of the reach of children)
	Staff telephone	
	Staff computer/Internet	
	Janitorial supplies	Mops, buckets, disinfectant, etc.
	Staff vests	To easily identify shelter staff
	Laundry capacity	
	Walkmans or other items with headphones	For people with cognitive or sensory overload
	Coolers	

TOOL J

SAMPLE AFTER ACTION REPORT TEMPLATE

After Action Report Template

The following template is to provide guidance to local communities with compiling and developing an after action report upon a mass care and shelter incident.

[INSERT Agency/Department Sponsoring Exercise]

[INSERT Exercise Date]

[INSERT Exercise Title]

After Action Report Quick Look Report

Exercise Overview

When writing the overview, keep in mind that this section may be the only part of the after action report (AAR) that some people will read. Introduce this section by stating the full name of the exercise and providing a brief overview of the exercise. This brief overview should discuss why the exercise was conducted; the exercise objectives; and what Target Capabilities List (TCL) capabilities, activities, and scenario(s) were used to achieve those objectives. In addition, overview may be used to summarize any high-level observations that cut across multiple capabilities.

Exercise Objectives

The purpose of this section is to list exercise objectives and align them with associated capabilities from the TCL. For each TCL capability, there is an Exercise Evaluation Guide (EEG) that lists specific activities that must be performed to demonstrate a capability. In addition to TCL capabilities, the EEG activities relevant to each objective should also be included in this section. Begin this section with the following text.

Exercise Scenario

For an operations-based exercise, this section should summarize the scenario or situation initially presented to players, subsequent key events introduced into play, and the time in which these events occurred. For a discussion-based exercise, this section should outline the scenario used and/or modules presented to participants.

Participating Agencies / Communities

Insert a list of the individual participating organizations or agencies, including federal, state, tribal, nongovernmental organizations (NGOs), local and international agencies, and contract support companies as applicable.

Exercise Participants

[Insert a list of the total number of each of the following exercise participants, as applicable:

- Players
- Controllers
- Evaluators
- Facilitators
- Observers
- Victim role players

Recommendations

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. In this section, list the evaluator's top recommendations based on the exercise's objectives and its importance to the agency/department.

Overall Summary

In formulating its analysis, the evaluation team may assemble a time line of key exercise events. This section should summarize what actually happened during the exercise in a summary or time line table format. Focus of this section is on what inputs were actually presented to the players and what actions the players took during the exercise. Successful development of this section is aided by the design, development, and planning actions of the exercise design team.

[Insert Title of Agency/Department Being Evaluated]

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. In this section, analysis and recommendations are organized by capability, associated activities, or department/agency. Each analysis is followed by related recommendations, which include references, analysis, and recommendations.

Analysis: Include a description of the behavior or actions at the core of the observation as well as a brief description of what happened and the consequence(s) (positive or negative) of the action or behavior for each area of evaluation. If an action was performed successfully, include any relevant innovative approaches utilized by the exercise participants. If an action was not performed adequately, the root-causes contributing to the shortcoming must be identified.

Recommendation: [Insert recommendations to address identified areas for improvement, based on the judgment and experience of the evaluation team. If the observation was identified as a strength without corresponding recommendations, insert "None."]

Title of Agency/Department Being Evaluated]

Analysis: Include a description of the behavior or actions at the core of the observation as well as a brief description of what happened and the consequence(s) (positive or negative) of the action or behavior for each area of evaluation. If an action was performed successfully, include any relevant innovative approaches utilized by the exercise participants. If an action was not performed adequately, the root-causes contributing to the shortcoming must be identified.

SAMPLE AFTER ACTION REPORT TEMPLATE

Recommendation: [Insert recommendations to address identified areas for improvement based on the judgment and experience of the evaluation team. If the observation was identified as a strength without corresponding recommendations, insert “None.”]

Title of Agency/Department Being Evaluated]

Analysis: Include a description of the behavior or actions at the core of the observation, as well as a brief description of what happened and the consequence(s) (positive or negative) of the action or behavior for each area of evaluation. If an action was performed successfully, include any relevant innovative approaches utilized by the exercise participants. If an action was not performed adequately, the root-causes contributing to the shortcoming must be identified.

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