American Red Cross

MEGA-SHELTER PLANNING GUIDE

A Resource and Best Practices Reference Guide

A Product of the IAVM Life Safety Council

A Curriculum of the Academy for
Venue Safety & Security

October 1, 2010

MEGA-SHELTER PLANNING GUIDE
A Resource and Best Practices Reference

This document was created in partnership
by IAVM and the American Red Cross

A Product of the IAVM Life Safety Council
A Curriculum of the Academy for Venue Safety & Security

October 1, 2010

International Association of Venue Managers, Inc.
635 Fritz Dr., Suite 100
Coppell, TX 75019
(972) 906-7441
www.iavm.org

This project was funded in part by a generous
grant from the IAVM Foundation.

October 1, 2010
Mega-Shelter Planning Guide is a living document that is subject to revisions based upon ongoing work by the IAVM and the American Red Cross. Updates will be available as revisions are made.

This publication is designed to provide accurate guidance information about the subject matter covered. It is provided with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If legal advice or other professional assistance is required, the services of a competent professional person should be sought.

Photographs: All photos provided by and property of the American Red Cross and IAVM.

ACKNOWLEDGEMENTS

Mega-Shelter Working Group

Editors:
Harold C. Hansen, CFE, Director, Life Safety & Security, International Association of Venue Managers
Anne Palmer, Deputy Director, Government Operations, American Red Cross
Dana Risinger, Life Safety Officer, Dallas Convention Center

Assistant Editors:
Bianca Kahlenberg, Vice Chair, National Youth Council, American Red Cross
Kate Dischino, Associate Director, Domestic Emergencies Unit, Save the Children USA
Janice Springer, RN, PHN, MA, Disaster Health Services Manager, State Nurse Liaison, American Red Cross

Contributors

Judy Bezon, Associate Director, Children's Disaster Services
Elizabeth Bolyard, RN, MPH, Technical Information Specialist, Centers for Disease Control and Prevention, National Center for Preparedness, Detection & Control of Infectious Diseases
Don Bonchack, Donations Management, FEMA Headquarters
John Daly, Emergency Managment Program Specialist, FEMA Region IV
Greg Davis, Director, Cajundome
Corey Eide, Assistant Director, Support Services, American Red Cross - Greater Los Angeles
Debbie Fulmer, Emergency Management Advisor, U.S. Department of Homeland Security
Katherine Galifianakis, Manager, Welfare Information, American Red Cross
Lawrence Gawronski, VP/Executive Director, Vicksburg Convention Center & Auditorium
Amy Green, Sr. Associate, Mass Care, American Red Cross
Elliott Hill, LCSW, BCD, BCETS, Sr. Associate, Disaster Mental Health, American Red Cross
Rick Hinrichs, Director of Emergency Services, American Red Cross - San Diego/Imperial Counties Chapter
Carrie Housman, Manager, Public Affairs Operations, American Red Cross
Earl E. Johnson, MDiv, BCC, Senior Associate, Spiritual Care, Partner Services, American Red Cross
Dave Lebsack, Emergency Managment Program Specialist, FEMA Region VI
Captain Mark Miller, USPHS, Senior Environmental Health Officer, Center for Disease Control and Prevention

Scott Meyer, Sr. Associate, Mass Care, American Red Cross
Rosemary Mote, Director, Emergency Response & Recovery, American Red Cross - Dallas Area Chapter
Peggy Mott, Mass Care Group Supervisor, FEMA
Marty Nerren, Director, Emergency Planning and Branch Operations, American Red Cross - Dallas Area Chapter
CDR Rebecca S. Noe MN, MPH, FNP-C, Epidemiologist, CDC, National Center for Environmental Health
Meghan O'Hara, Manager, In-Kind Donations, American Red Cross
Frank Poe, CEO, Dallas Convention Center
Chirstopher J. Revere, Executive Director, National Commission on Children and Disasters
Juan Rodriguez, Assistant General Manager, Reliant Stadium
Rose Rundle, General Manager, Harborside Event Center
John Stewart, Program Specialist, FEMA Region 1
Mark Tinsman, Program Specialist, Mass Care Unit, FEMA

Table of Contents:

Introduction

Background:
The International Association of Venue Managers (IAVM) and the American Red Cross have collaborated to enhance the planning processes and preparedness for mega-sheltering utilizing lessons learned from a series of devastating incidents in the United States in 2005, 2007, and 2008. Initially, IAVM published the *Mega-Shelter Best Practices Guide* in 2006, which served and assisted many public assembly facilities and communities. While *IAVM Mega-Shelter Best Practices* was used, additional planning work was undertaken by the American Red Cross, the Federal Emergency Management Agency (FEMA), and many other agencies involved in mega-sheltering. Throughout this process it became clear that there was a need for an additional resource to assist, guide, and lead all involved in the mega-sheltering process. This need does not diminish the value and information provided in the *Mega-Sheltering Best Practices. The Mega-Shelter Planning Guide* supplements the hard work of many by sharing new lessons learned, standardizing terms, expanding to an all-hazards perspective, and providing a planning template for facility management, communities, service organizations, and government to use in preparing for, and responding to, an incident or disaster where mega-sheltering is required.

The purpose of this document is to provide public assembly venues, their communities, emergency managers, shelter operators, and the many others who may be involved in a mega-shelter's operation with a comprehensive guide to formulate and implement plans and procedures. *The Mega-Shelter Planning Guide* considers the unique situations regarding a facility's architectural design (e.g. arena, stadium, convention center), local infrastructure, staffing and support resources, and management systems. These facilities, while conceived for public assembly events, may be put to non-traditional use by supporting mass care services in response to a disaster. The management of these facilities hereby have the opportunity to apply their expertise (e.g. crowd management, guest services, traffic flow, safety) to a humanitarian relief effort. The development of a mega-shelter plan must be a collaborative process based upon the recognition that our actions come from the common objective to serve humanity equitably and impartially by prioritizing the needs of those who we seek to assist.

Overview:
Shelters of this size and magnitude function as small cities and demand the elements of governmental and community support that keep such "cities" safe and well. They become multi-agency programs with the venues serving a central and important role. Typically, no one agency or organization opens and operates these sites on its own. Mega-shelters should be opened under the administration of either local or State government because running these shelter facilities requires the coordination and cooperation of multiple local and State agencies, including those of law enforcement, public health, social and human services, food service, and facility management. These governmental agencies can run unified command systems and suggest specific tasks appropriate to the various agencies, vendors, and organizations (including the venue and the American Red Cross) that contribute to the overall mission.

Residents of a mega-shelter are individuals and families who have been displaced from their homes, possessions, neighborhoods, and quite possibly jobs and sources of income. When planning for mega-sheltering, it's important to consider the perspective and needs of the residents who may have become devoid of the core, familiar infrastructure that supported their daily life. Mega-sheltering provides an interim replacement for the basic needs of the residents until they or their community is able to support a return to normal systems. Mega-shelter residents are deserving of the care, treatment, quality of services, respect, and protection of their dignity as can be delivered given the situation and environs. Venue managers and service providers that operate a mega-shelter must treat the residents as guests as they transform 60 square feet of space into as comfortable of a temporary home as possible.

Mega-shelters often become magnets for their local communities as well as for visitors, the media, VIPs, and unsolicited donors wishing to volunteer, drop-off goods, or provide services. While focusing on the care, services, and safety of the shelter residents, those involved in managing mega-shelters must prepare for the presence, needs, and expectations of non-residents. Mega-shelters can become the focal point for the media and others during a relief effort and therefore can become the public's image of the community's overall response. This guide has information and tools to help successfully plan for and manage those inside and outside of the shelter so that the experience for all and image are as positive as possible.

What is included in this guide:
The *Mega-Shelter Planning Guide* provides the methodology to update procedures and practices and to continually improve the service and operation of a mega-shelter. Knowing that each mega-shelter response is unique, this guide provides the tools to initiate the planning process while acknowledging the criteria necessary for successful operations.

This guide is designed to be a resource in all phases of mega-sheltering--planning, preparedness, readiness, response, and recovery and includes specific sections that provide action steps for each of these phases. The bulk of the planning guide is the Concept of Operations section, which provides a structure to create a mega-shelter plan by operational function. Ideally, the Concept of Operations would be used as a planning tool but it can be utilized at any time.

Several of the appendices include additional useful planning and operational tools, such as the Mega-Sheltering Framework (Appendix E). The Mega-Shelter Framework is a practical tool to help determine the key human and physical resources needed and available in individual communities as well as define specific roles and responsibilities. The framework directly correlates to the Concept of Operations and can assist when stakeholders apply the con-ops to their respective communities. Additionally, Mega-Shelter Practices and Indicators (Appendix D) provides benchmarks for mega-shelter stakeholders and common goals for service delivery that are important to be aware of throughout the mega-shelter process.

The Mega-Shelter Planning Guide is a valuable resource for shelters of all sizes and for all stakeholders. Gaining a general understanding of all of the functions included in this guide can assist anyone involved in planning for and/or operating a shelter of any size.

This guide addresses mega-shelters that result from events covered under the Stafford Act with FEMA responsible for coordinating Federal assistance to States. When the event that triggers a mega-shelter causes a different lead Federal agency, different considerations and actions may be necessary. Coordination with other primary Federal agencies is necessary for events such as mass migration (i.e. U.S. Department of State) or a public health emergency (i.e. Health & Human Services).

Objectives of the *Mega-Shelter Planning Guide*:

➢ To assist facilities and their communities in the development of an all hazards mega-shelter operational plan

➢ To implement common terminology and operational standards for mega-shelters

➢ To provide a resource of reference documents and informational sources to assist in the planning and operation of mega-shelters

➢ To evaluate the potential outcomes a mega-shelter will have on a community

➢ To establish a sustainable mega-shelter planning task force in a community

What is a Mega-Shelter?

There are many different ways to provide service to those needing shelter prior to, during, and after a disaster. When thousands of individuals in a community are impacted by a disaster, a large, congregate shelter may be the best way to serve them.

The defining characteristics of mega-shelters are:

- Activated by local, State, or Federal government
- Multi-agency coordination and management with a unified command system
- Large, non-conventional sheltering facility--often those generally used for public assembly such as an arena, convention center, or stadium
- Accommodation of clients with longer-term needs beyond evacuation sheltering

Shelters of this size and magnitude become small cities and demand the elements of governmental and community support that keep such "cities" safe and well.

Mega-shelters provide reasonable alternatives to the operation of multiple, traditional emergency shelters when they are able to:

- Centralize communication and services
- Improve span of control
- Streamline logistics
- Consolidate smaller shelters that may have challenges in sustaining operations
- Shelter a large volume of individuals and households
- Control costs

Triggers for opening and operating mega-shelters include:

- Significant damage to infrastructure impacting transportation & communications

  Mega-shelter facilities are generally easily identified, recognized, and accessible facilities making them magnets for those seeking shelter and services.

- Extensive and long-term damage to utility services

  Mega-shelter facilities often have back-up systems to support interruptions in utility services that are more easily supported than facilities without such systems. Additionally, extensive and long-term damage to utilities generally results in the long-term displacement of those affected by disaster due to the lack of alternative housing and the timeframe to return to the affected community.

- Estimated long-term sheltering need

  When it is necessary to support a large population in centralized locations, mega-shelters promote the consolidation of shelter populations and the provision of support services.

- Displacement of a large population

  When large populations seek shelter, often a community's resources to house them in traditional, emergency shelters are insufficient or become strained and there is a need for mega-shelters.

What a Mega-Shelter Is Not:
Mega-shelters are about creating an alternate living space and community. However, when an emergency situation threatens or strikes without warning, there may be large numbers of people who just need protection from environmental hazards. A public assembly venue could be called upon to assist in this roll, often referred to the "refuge of last resort." A refuge of last resort is not a mega-shelter. The management of a public assembly venue and the community's government must address additional and unique considerations before designating a venue as a refuge of last resort. This *Mega-Shelter Planning Guide* does not address the considerations or provide guidance for such instances. If a venue's community has refuge of last resort expectations for the venue, venue management is strongly encouraged to: prepare written understandings with the community and service providers; undertake structural analysis for the facility's capabilities and limitations; assess occupancy limitations; and determine staffing and security responsibilities as well as financial and liability issues.

Sheltering Roles & Responsibilities

Mega-shelters are activated by local, State, or Federal government and require multi-agency coordination and management with a unified command system. Additionally, shelter activity is subject to several public laws regarding disabilities. For additional information, refer to Appendix C, References.

The following is provided from the *National Disaster Housing Strategy,* January 16, 2009, Chapter 3. Disaster Housing: Sheltering; Shelter Responsibilities and Roles to clarify sheltering roles and responsibilities.

Effective shelter operations are based on a clear understanding of responsibilities and roles across all levels of government, nongovernmental organizations, and the private sector. These responsibilities and roles should be woven together in a complimentary manner, starting at the local level and tying in support from the State and Federal levels as appropriate. All involved must fulfill their roles and conduct joint planning to provide shelter operations that meet the needs of individuals, households, and communities.

Local Government
Local governments designate an emergency manager who has the day-to-day authority and responsibility to work closely with the local government, nongovernmental organizations, the private sector, and the State to set requirements, develop plans, and obtain resources for those most likely to need shelter assistance.

As part of developing local emergency plans, the emergency manager works closely with community and nongovernmental organizations to meet the shelter needs of their community. Based upon a thorough assessment of the character and composition of the local community, these plans should define shelter requirements, identify suitable and accessible facilities, discuss key partners and their shelter responsibilities, and describe the support services that will be needed to meet community needs. Emergency managers should provide guidelines for shelter operations and management, ensure adequate shelter capacity is available, and lay out procedures to ensure close coordination across shelters during a disaster.

States, Territories, and Tribal Governments

Governors of States and territories and tribal leaders designate or appoint a Director of Emergency Management as the lead official responsible for planning, developing, resourcing, exercising, and refining a State, territory, or tribal emergency sheltering plan that can be implemented to support and supplement local community sheltering or to coordinate shelter operations and resources across the State.

The designated State, territory, or tribal emergency management agency (EMA) establishes guidelines, policies, and procedures that aim at increasing collaboration, cooperation, and consistency in statewide emergency and shelter planning. The EMA coordinates with all agencies in the State to ensure that resources, including equipment, facilities, supplies, and personnel, are available to support shelter operations when required to do so. The State sheltering plan integrates nongovernmental organizations as well as private-sector resources. The State also coordinates among jurisdictions within the State to identify and fill gaps and develops mutual aid and assistance agreements. In time of emergency, the State may request mutual aid and assistance from other States though the Emergency Management Assistance Compact (EMAC), and coordinate with the Federal Emergency Management Agency (FEMA) to obtain Federal assistance.

Nongovernmental Organizations and the Private Sector Baseline Capability

Nongovernmental organizations and the private sector provide indispensable sheltering support to States, territories, tribal governments, and particularly local governments. They provide expertise, guidance, toolkits, commodities, managers, and volunteers and fill leading roles in shelter management, both before and during disasters.

The mass care services of nongovernmental organizations are integral to the community's ability to provide and sustain sheltering services. Through coordinated efforts with State, tribal, and local emergency management agencies, these organizations such as the American Red Cross and members of National Voluntary Organizations Active in Disaster (NVOAD) assist in determining sheltering requirements, providing shelter guidelines and assistance, and implementing shelter agreements.

In advance of and during a disaster, many private-sector entities provide resources to support sheltering operations. These partners contribute to local emergency planning; enter into agreements for technical assistance, goods, and services; and, in some cases, provide sheltering for their employees.

Federal Government

Under the Stafford Act and the National Response Framework, FEMA is responsible for coordinating Federal assistance to States in times of disaster through ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services. FEMA and key partners, such as the American Red Cross, the Department of Health and Human Services (HHS), and the U.S. Army Corps of Engineers (USACE), coordinate at the Federal and State levels, support shelter planning, develop and maintain capabilities to respond to requests from States, and play a leading support role when challenged by a catastrophe.

In most disasters where shelter services are required, the role of the Federal Government comes in two forms. First, through ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services, the Federal Government provides policy,

guidance, and resources to support and build local and State capability. Second, when the President declares a major disaster or emergency under the Stafford Act, FEMA, through its Public Assistance Program, may reimburse a portion of sheltering and mass care costs. In larger disasters, however, if sheltering requirements exceed State capabilities, the Federal Government must be prepared to respond rapidly to a Governor's request for assistance. In some scenarios, including a catastrophic incident, the nature and magnitude of the disaster will increase the urgency and demand for Federal assistance.

Through ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services, FEMA, as the coordinating agency, leads a host of supporting Federal departments and agencies, as well as members of the National Voluntary Organizations Active in Disaster, in preparedness efforts. The Federal Government can augment State and local services, such as feeding, shelter management, facility maintenance, security, emergency supplies, medical, veterinary, crisis counseling, family reunification, and other emergency assistance. This support, which has traditionally focused on areas impacted by the disaster, may also be required by nearby or distant States that agree to host evacuees. In a catastrophic incident, the Federal Government can also coordinate the availability of and transportation to shelters located in other States.[1]

---

[1] Excerpts from **_National Disaster Housing Strategy_, January 16, 2009, Chapter 3. Disaster Housing: Sheltering; Shelter Responsibilities and Roles**

Types of Shelters and Potential Uses
for Public Assembly Facilities in Response to a Large Scale Disaster:

Facilities used for mega-shelters may be used for multiple purposes simultaneously as defined below:

Emergency Shelters:
Provide a safe, sanitary, and secure environment and life-sustaining services to disaster survivors displaced from their primary residences due to natural or man-made disasters

> ***Congregate Shelters*** - Private or public facilities that provide contingency congregate refuge to evacuees, but that day-to-day serve a non-refuge function such as schools, stadiums and churches. Congregate shelters provide a means to a safe, sanitary, and secure environment to temporarily house people displaced by disasters and emergencies as quickly as possible.

>> *Evacuation shelter* - Provides initial and immediate safety and refuge from or during a threatened or actual incident. The primary function of these shelters is to keep people out of harm's way. After the incident occurs, this type of shelter may evolve into other types of sheltering.

>> *General population shelter* - Serves everyone in the community that does not require the level of medical care provided by a Federal Medical Station (FMS) and/or a State/locally operated medical support shelter.

>> *Mega-shelter* - Generally necessary when the number of people requiring shelter support is large and extensive damage to structures and community infrastructure limits sheltering options and results in longer shelter operational periods.

>> *Spontaneous/ad-hoc shelter* - Unplanned shelters that are opened by organizations that may not be part of the community's disaster response operations. These shelters may or may not be open to the public.

>> *Medical needs shelters* - Shelters that support individuals who have medical issues requiring care beyond the capability of a general population shelter. They are established by local, State, or tribal governments in coordination with public health and social services agencies.

>> *Household pet shelters* - Specialized shelters to meet the needs of people with household pets.

> ***Non-Congregate Shelters*** - Private or public facilities that, by design, provide a short-term lodging function and an increased degree of privacy over congregate shelters. Non-congregate sheltering provides alternatives for incidents when congregate sheltering is unavailable, overwhelmed, or longer term temporary sheltering is required. This also includes individuals and households who make their

own sheltering arrangements without assistance, commonly known as self-sheltering.

Modified vacant buildings - Such as shopping centers or factories divided into units with common bathrooms and/or kitchens

Temporarily constructed facilities - Including base camps, industrial tents, or individually sited structures

Cruise ships and/or other berthing vessels

Dormitories, barracks, or other pre-existing housing facilities

Individual tents - Provided for use on site of damaged property during dwelling repair

Self-sheltering - When those seeking refuge from an incident or event are able to identify and secure temporary accommodations without assistance (i.e. motels, hotels, homes of friends or family, or in survivor's own damaged home)

Shelter-In-Place - Populations that are directed by local officials to "shelter-in-place" or stay indoors to reduce exposure to whatever hazard is threatening the area. This may take place in a private dwelling, office, public building, or other isolated setting.

Non-Shelter Potential Uses for Public Assembly Facilities:

Evacuation Embarkation Site *- Pre-identified location where individuals from a threatened or affected area gather to seek government transportation to comply with an evacuation order. These sites may offer mass care (nourishment and hydration), sanitation, first aid, processing, and vehicle staging and boarding. Or, evacuees may be transported to locations where these can be offered in a safe environment.

Reception Processing Sites - Initiated following a catastrophic event that displaces a significant number of individuals who will likely be displaced for at least six months with the possibility of permanent displacement. These are facilities where evacuees are entered into an evacuation tracking system for eventual placement into sustainable, non-congregate sheltering.

Respite Centers - Facility that provides support and services to first responders and others working in a disaster area.

Disaster Recovery Center - Facility where FEMA provides status information on client applications and general information on FEMA disaster assistance. Other Federal, State, local, and voluntary agencies may also use the facility to provide information on their disaster assistance programs.

Staging Area - Area used for the logistical staging of emergency supplies, commodities, equipment, or staff.

Point of Distribution (POD) - Facility or area where emergency supplies and commodities are distributed to the public.

Mega-Shelter Planning Task Force

The Mega-Shelter Planning Task Force is the multi-agency stakeholder group representing and responsible for the planning, activation, and coordination of a mega-shelter in a community. Ideally a mega-shelter planning task force is organized as a pre-disaster activity. Any task force member may request activation of a mega-shelter. A planning task force should include the emergency management agency (local, county, tribal, or State) most likely to be responsible for its activation and consists of specialists, officials, and field experts that represent the primary stakeholders.

The Mega-Shelter Planning Task Force's initial tasks should include:

1. Identify the stakeholders (organizations, agencies, and individuals) that compose the Mega-Shelter Planning Task Force.

2. Assign roles and responsibilities.

3. Develop, maintain, and implement the mega-shelter plan.

Planning Assumptions

Listed below are the planning assumptions that are recommended for consideration. Each community's Mega-Shelter Planning Task Force should review, clarify, and establish its own assumptions. Mega-shelter planning must be addressed with an all hazards scope.

1. As a result of a natural or man-made event, a large percentage of a community's population is displaced.

2. The Stafford Act and the National Response Framework would apply. FEMA is responsible for coordinating Federal assistance to States.

3. The scope and magnitude of human needs produced by all hazards trigger the deployment of multi-agency resources and technical support to the affected and host communities.

4. Risk assessment has been completed by the community, and the pros and cons of opening a mega-shelter have been evaluated. The decision has been made to open a mega-shelter.

5. A large public assembly facility is available.

6. Ten to twenty percent of those affected by the disaster will seek mass care congregate shelters.

7. Some portion of those seeking shelter can be expected to bring their household pets with them.

8. Faith based organizations, community organizations, and non-governmental organizations (NGOs) will actively participate in the provision of shelter services.

9. Voluntary Organizations Active in Disaster (VOAD) will assist with coordination, communication, and response of their members (www.nvoad.org).

10. The private sector will seek ways to participate in the provision of shelter services.

11. Mega-sheltering will be a 24x7 operation and may stress general venue capabilities and resources.

12. Based on the demographics of the impacted community, some portion of the population seeking shelter will include individuals who require functional support to remain in a shelter environment.

Planning

The ongoing process of assessment, evaluation and preparation to ensure the necessary authorities, organizations, resources, coordination, and operating procedures exist to provide effective mega-sheltering services.

1. Identify and establish Mega-Shelter Planning Task Force.

2. Determine whether the community's infrastructure can support a mega-shelter:

   - Can we? Determine the capability, capacity, and gaps.

   - Should we? Determine the implications of designating a venue as a mega-shelter.

   - Will we? If the facility is called upon to serve as a mega-shelter, how will the venue's ownership respond? Determine necessary support and commitment from local government. Identify the political influence and process.

3. Conduct and complete a hazard/risk analysis.

   Risk management is a systematic and analytical process that requires stakeholders to have an understanding of the elements of risk, namely:

   - What assets are involved (assets include people, equipment, supplies, facilities, infrastructure, services, information and activities)
   - What hazards exist that could threaten the assets
   - What are the chances of these hazards occurring
   - What consequences to each asset can be tolerated by the community
   - What protections are available
   - What alternative protections could be activated

   A risk formula may be used as a guide in this process. This formula allows relative risk to be quantified as follows:

   Risk = Vulnerabilities × Threat × Consequences

   This formula can assist stakeholders in understanding where to place their efforts. Threats cannot be eliminated as they cannot be controlled. And, consequences cannot be altered as they will be what they will be.

   Threats are generally classified as man-made or natural and are the hazards or actions that could be detrimental to an organization or a community. Man-made threats include power outages, terrorism, chemical-biological-radiological-nuclear-explosive (CBRNE) events, civil disturbances, etc. Natural threats include severe weather situations (such as hurricane, tornadoes, floods), earthquakes, wildfires, etc.

   Vulnerabilities are weaknesses in the organization or community that can be impacted by a threat to cause significant loss of life or property (assets). However, vulnerabilities can be controlled, and this is where planning can mitigate the consequences to a threat.

4. Determine the high risk threats.

5. Establish financial responsibilities.

- Determine authorities.

- Establish limitations.

- Establish record-keeping requirements.

- Develop procedures to ensure record-keeping requirements are met.

- Review FEMA Public Assistance policy to ensure that items that will be submitted for reimbursement are aligned with appropriate terms and application process.

6. Review and establish a unified incident management system to be used for mega-shelter operations.

- Integrate with the local emergency management system.

- Develop a mega-shelter table of organization.

- Identify each organization's/agency's point of contact (and an alternate) and the POC's scope of authority.

7. Develop a mega-shelter operational plan based on the ConOps.

- Identify roles and responsibilities of organizations and agencies.

- Draft a resource and deployment plan, often referred to as a Time-Phased Field Deployment List (TPFDL). Developing a TPFDL will facilitate the deployment of resources for mega-sheltering when disaster strikes. Each agency and organization is responsible for compiling, submitting, and updating information (movements of personnel, equipment, and supplies) for inclusion in the TPFDL.

  Create a list that identifies the response type and the deployment action prior to the start up of a mega-shelter operation.

Example Table: (a portion for a notice event, e.g. hurricane)

INITIATION TIME – / + HRS	ACTION or RESOURCE
–80	Alert Mega-Shelter Planning Task Force to place team members on "stand-by."
–72	Activate core team members to EOC.
–72	Begin the requisition process for food and supplies.
–72	Determine the population affected and quantities needed (commodities, e.g. water).
–72	Identify a staging area for the delivery of commodities.
–72	Contact vendors; determine the availability of commodities; estimate the time of arrival for truckloads needed.
–60	Mobilize staff.

8. Develop a shelter demobilization plan.

   - Determine who will authorize the suspension of shelter operations.
   - Communicate the plan to all entities for shelter closure.
   - Coordinate the demobilization of equipment and staff.
   - Prepare documents for financial reimbursement.

Preparedness

That which we do to put in place proper conditions for readiness. The ongoing process of identifying, obtaining, developing, managing, and maintaining the human and material resources and the community relationships necessary to open and operate a mega-shelter.

1. Implement the actionable steps of your mega-shelter operational plan through:

   - Memorandums of Understandings (MOUs)
   - Site surveys
   - Vendor agreements

2. Develop a detailed mega-shelter framework for the coordination of roles and responsibility (see Appendix E Mega-Sheltering Framework).

3. Develop staffing plans for each operational function and coordinate with all involved agencies and organizations.

4. Develop training and staff mobilizations plans.

5. Conduct appropriate training sessions.

6. Develop inventory requirements and identify suppliers.

7. Identify staging and prepositioning locations.

8. Establish communications and build relationships with similar organizations and agencies in neighboring communities.

9. Identify equipment requirements and possible suppliers.

10. Develop and maintain the communication system for unified command structure.

11. Develop relationships with non-governmental and social service agencies that can identify and provide functional needs support services.

Readiness

Process of evaluating your overall plan, conditions, processes, and capabilities to respond quickly and efficiently

1. Conduct individual agency or organization readiness assessments to determine current capabilities.

2. Conduct integrated, multi-agency Mega-Shelter Planning Task Force table top exercises to:

   - Identify capabilities and shortfalls.
   - Evaluate the ability to implement the mega-shelter plan.
   - Evaluate the performance of participating organizations and agencies.
   - Gauge the effectiveness of communication.
   - Assess the overall implementation of a unified command system.

3. Conduct shortfall/gap analysis of the plan and exercises.

4. Create an action plan to address shortfalls/gaps.

5. Refine the mega-shelter operational plan.

6. Implement a process for continuous evaluation and improvement.

Response

The process of initiating and sustaining a mega-shelter

1. Monitor and evaluate events and/or incidents that may trigger plan activation.
2. Identify the authority for plan activation based on the event or incident.
3. Activate the plan.
4. Specific to this incident, ensure that necessary agreements, contracts, and other applicable documents are fully executed.
5. Activate and assemble the unified incident management team.
6. Activate the appropriate TPFDL plan.
7. Open and operate mega-shelter.
8. Anticipate and plan for mega-shelter closure.
9. Close mega-shelter and deactivate service agencies and organizations and demobilize equipment.

Recovery

The processes or actions performed after closing the mega-shelter

1. Conduct an after-action evaluation.
   - Collect narrative reports from the Mega-Shelter Task Force.
2. Recovery actions
   - Evaluate the facility for damage and condition.
   - Determine the plan for returning the facility to normal operations.
   - Assess inventory and resupply as necessary.
   - Perform decontamination and hyper-cleaning.
   - Conduct exit interviews (offering education and support) to all outgoing staff.
   - Provide workers with triage, assessment, referral, and crisis intervention services as needed.
   - Compile expenses and implement invoice review process.
   - Initiate reimbursement process.
   - Recognize contributors.
   - Collect lessons learned.
3. Facility repair and restoration
   - Conduct systems inspections.
   - Initiate system repairs, replacement, and maintenance.
   - Conduct equipment inspection.
   - Initiate equipment repairs, replacement, and maintenance.
   - File claims for financial assistance.
   - Design and develop plans for construction and repair work.
   - Organize and initiate construction and repair work.
4. Business recovery
   - Develop and implement a marketing plan for the facility.
   - Review contracted events and coordinate schedules with mega-shelter recovery plans.
   - Follow-up with cancelled/postponed events.
   - Resume normal operations.
5. Re-engage Mega-Shelter Planning Task Force
   - Adjust plan based on lessons learned.
   - Review the composition and adequacy of the planning team.
   - Establish a work plan for preparedness.

Operational Communication and Command Structure

By definition, a mega-shelter's operational structure uses "Unified Command." The unified command for a mega-shelter should be comprised of representatives from the agencies, jurisdictions and service providers who share the responsibility for the overall management of the mega-shelter within a single Command Center. A unified command allows representatives with different legal or functional authorities and responsibilities to work together effectively without affecting the individual agency's authority, responsibility, or accountability. Under a unified command, a single, coordinated mega-shelter action plan will direct all activities. The mega-shelter's director will supervise and bring together the organizations for the mega-shelter's operation from a single command and general staff perspective and speak with one voice.

Within this planning guide, there are numerous references to emergency operations center (EOC). This term is intended to imply that communications, reporting, and command and control decision-making are through the chain of command to the mega-shelter's centralized command post and may be, depending on the issue, elevated to a local EOC, or beyond.

A. Communication - Communications regarding a mega-shelter's operations takes place on three distinct levels.
    i.   Internal command and control instructions
    ii.   Resident communications
    iii. External and media/PR communications
    It is important that all communications and messages regarding shelter operations be made within the plan and direction of the unified command structure. Centralizing the decision-making process to the mega-shelter command post will provide the continuity, coordination, and review/approval of all messaging. Mega-shelter communications need to be created and executed in full coordination with the EOC for the incident/community. Public release of information and statements (written or in-person) should be made using a designated spokesperson.

B. Each mega-shelter's unified command system is a unique combination of the community's service providers, stakeholders, and governmental agencies. As such, it needs to define an organizational structure that creates effective relationships, communication channels, and service delivery mechanisms for the situation.

C. With a unified command system, there is not a single person responsible for all implementation and direct supervision of each and all components of the Mega-Shelter Operations Plan. Each section of the Concept of Operations (ConOps) should be the specific responsibility of someone, who in turn should become a participant in the unified command team. There should be a mega-shelter director (commander) for the mega-shelter's operation, with this person providing the leadership and central authority for coordination of service instead of the manager and task implementer of each and every component.

D. The unified command team members must meet routinely and frequently throughout the mega-shelters operation. These meetings must develop a style and function for

the efficient coordination of service delivery, operating activities of the many components, communications, and overall incident management.

E. Connection and communication with EOC: Recognizing that a mega-shelter's operations are but one component of the overall incident or disaster response, it is critically important that the mega-shelter command post maintains an effective connection and communication channel with the community's EOC.

Example Table of Organization: Emergency Operations Center, under ICS

28
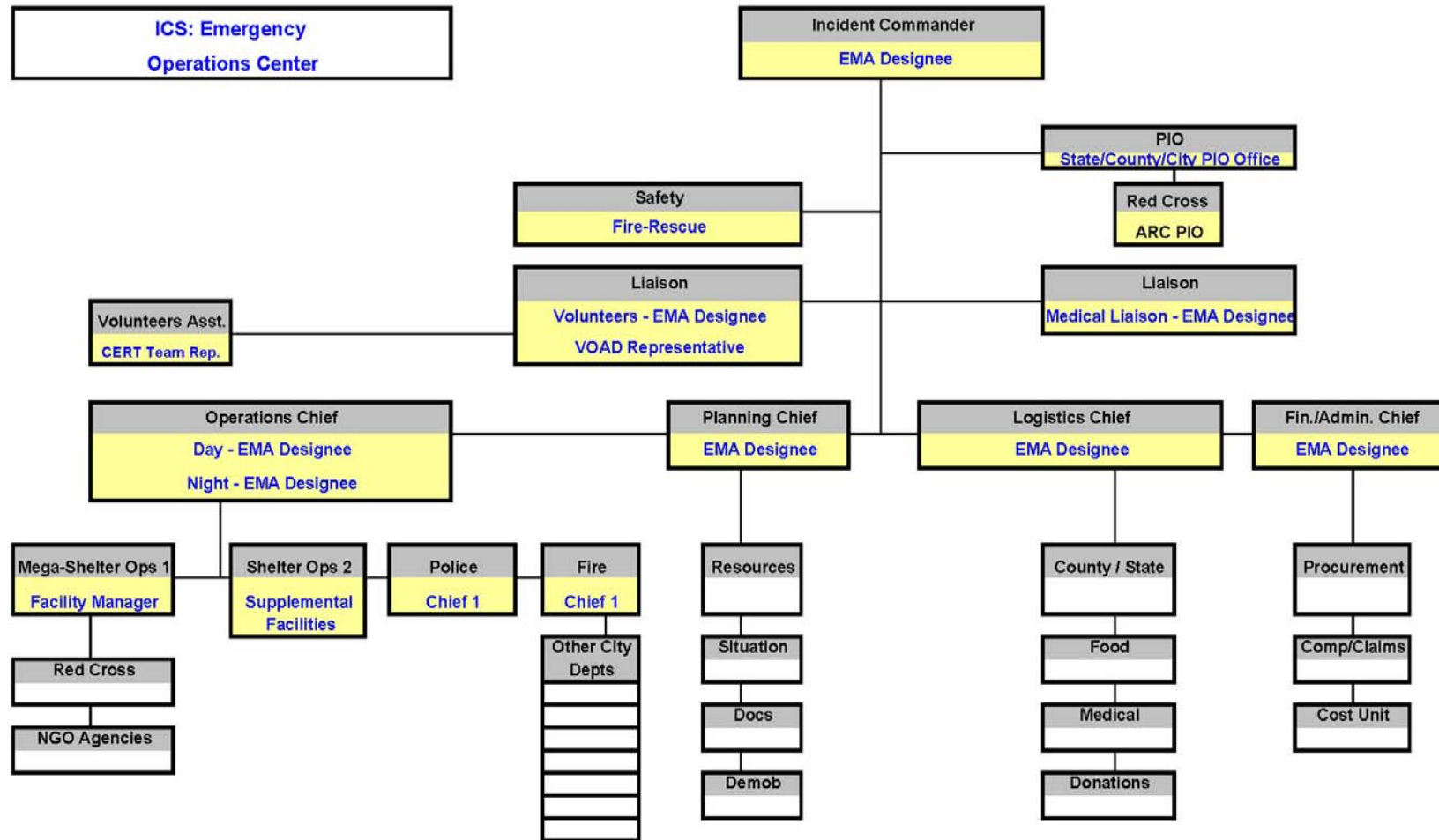
Example Table of Organization: Mega-Shelter Operations
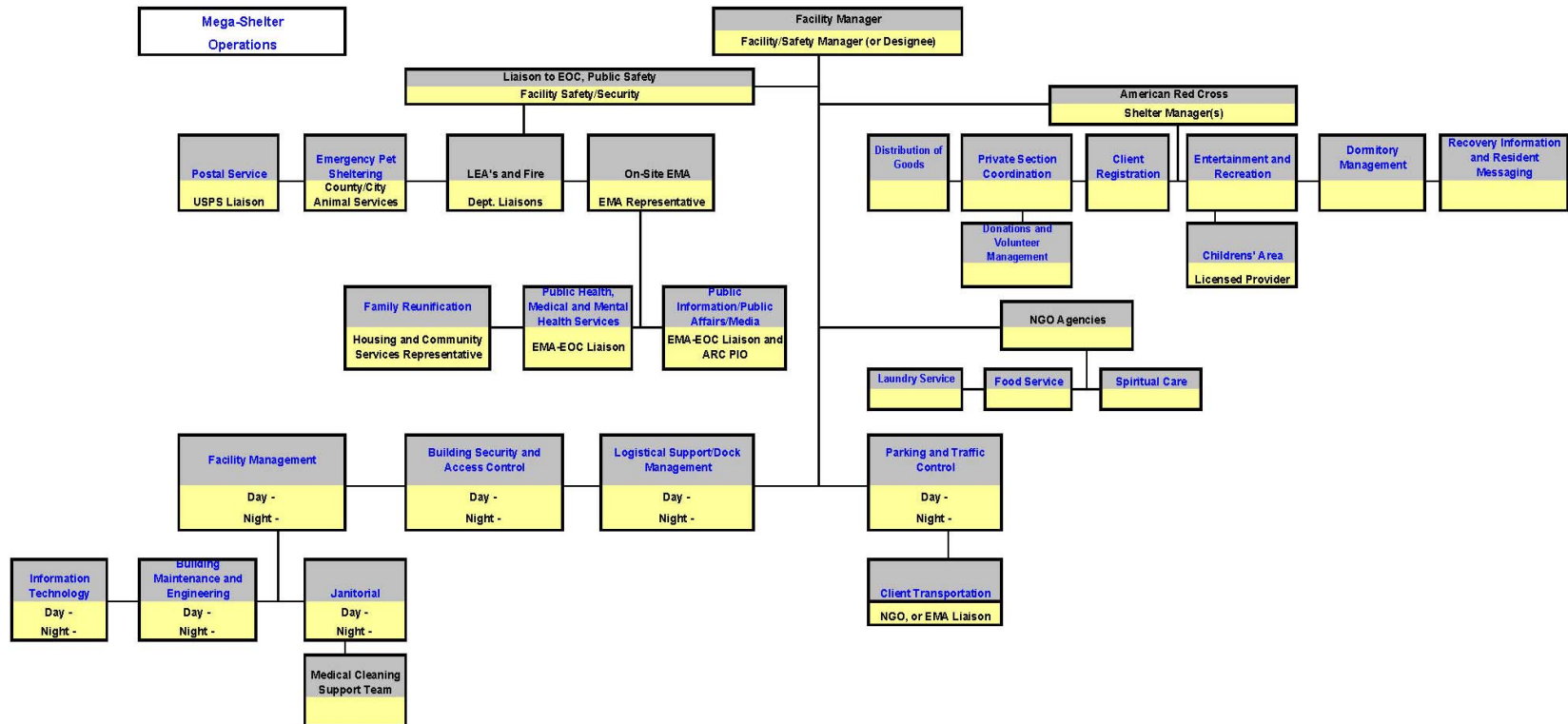
Concept of Operations (ConOps)

Utilization of the Concept of Operations:
Within this guide, the Concept of Operations (ConOps) is designed to provide the overall framework of mega-shelter operations and the structure with which to build a mega-shelter plan. The intent of the ConOps is to present the user with a series of questions and supporting tasks for their consideration that will aid in the development of facility specific mega-shelter procedures.

This ConOps breaks down mega-shelter operations into 24 distinct functions that may be part of a mega-shelter. A Mega-Shelter Planning Task Force, using this guide, can assign responsibilities to appropriate individuals, organizations, or agencies for the development of a mega-shelter plan or to guide the operation of a mega-shelter during a response. All of the sections in the ConOps may not be applicable to every mega-shelter operation. The ConOps includes sections that have historically been part of large operations to offer a broad planning guide.

This ConOps prompts the user to create a response plan by asking broad questions (Considerations) and then leads the user to identify specific tasks (Supporting Tasks) to be implemented and resources (Resources) to support them.

> **Considerations:** A series of questions designed to focus the user on a required planning function
>
> **Supporting Tasks:** Detailed actions related to specific considerations that provide support to the user when developing answers to the Considerations
>
> **Resources:** A suggested list of example references or resources linked to the original Consideration

The 24 distinct functions included in the ConOps are:
1. Client Registration
2. Facility Management
3. Security and Building Access Control
4. Parking and Traffic Control
5. Public Information/Public Affairs/Media Relations
6. Dormitory Management
7. Food Service
8. Public Health, Medical and Mental Health Services
9. Spiritual Care
10. Children's Areas
11. Emergency Household Pet Sheltering
12. Entertainment/Recreation

13.   Information Technology
14.   Recovery Information and Resident Messaging
15.   Family Reunification
16.   Janitorial
17.   Building Maintenance and Engineering
18.   Logistical Support/Dock Management
19.   Distribution of Goods
20.   Donations & Volunteer Management
21.   Private Sector Coordination
22.   Laundry Service
23.   Client Transportation
24.   Postal Service

CONCEPT OF OPERATIONS

Section 1: Client Registration	Considerations:	Supporting Tasks:	Resources:
Definition: the process in which clients' information is collected when they initially enter the shelter			
General			
	Who will be responsible for facilitating client registration?	• Coordinate with facility management and the EOC.	
	What is the flow and volume of clients coming into the facility (e.g. are they coming in buses)?	• Communicate with the EOC. • Project flow and estimate volume. • Develop service delivery and staffing plan based on estimated flow.	
	What coordination is needed with traffic and security?	• Coordinate arriving traffic and parking plan. • Coordinate security and screening needs.	• Metal detectors • Amnesty boxes
	Have the clients been pre-screened, pre-registered?	• Coordinate with the EOC. • Coordinate with the agency responsible for government-assisted evacuees. • Procure compatible equipment. • Participate in assimilation of data.	

	Are there limitations to who may be registered as a client (e.g. point to point assignments, are self-evacuees welcome)?	• Obtain directives and policies.
		  o Sex offenders
		  o Those requiring acute medical care
		  o Sheltering pets
		  o Unaccompanied minors
		  o Pre-disaster homeless
		• Communicate limitations appropriately.
			• Signs and flyers
			• Media
			• Public address system
			• **SEE EMERGENCY HOUSEHOLD PET SHELTERING, SECTION 11**

33

Section 1: Client Registration	Considerations:	Supporting Tasks:	Resources:
		• Identify point of contact for anticipated populations that may have registration limitations to facilitate the appropriate support services.	
	How are immigrant populations being served?	• Determine if immigration status is a consideration for registration. • Identify cultural group leaders to speak to clients.	
	If the waiting process becomes long, how will basic human needs be met (e.g. food, water, bathroom, hygiene)?	• Establish bathroom facilities first thing. • Coordinate the distribution of basic food items and water. • Consider supplies and support needs for those in lines (e.g. diapers, first aid supplies).	

34

Section 1: Client Registration	Considerations:	Supporting Tasks:	Resources:
	What will be done to communicate process and procedures to clients who are waiting in line and who have not yet been processed?	• Determine and a craft scripted message to share regarding process, procedures and general information (i.e. anticipated wait time, prohibited items, screening policies etc.). • Review information with staff and assign staff to monitor lines and verbally communicate and explain information. • Assign health and mental health workers to conduct periodic reviews of the lines to identify those who need assistance. • Run an audio loop of the scripted message, if a public address system is available.	• Public address system • Megaphones
	What systems are in place to ensure that individuals with disabilities are not separated from their support mechanisms?	• Consider the following: o Assistive technology o Service animals o Care taker o Family member who can provide support o Corresponding wristbands linking residents to their durable medical equipment and service animals o Bar-coding equipment • Label durable medical equipment so that it can be tracked and identified to its owner.	

Section 1: Client Registration	Considerations:	Supporting Tasks:	Resources:

	What will be done to accommodate people who are unable to stand for long periods of time or are susceptible to heat/cold?	• Create an expedited processing system for medically fragile ensuring that families are kept together during processing.
		  o Separate, distinct express lines
		  o Queuing system that provides for designated families to progress to the front of the lines
		• Create a specific, distinct area for medically fragile individuals and their families and/or household pets to wait as comfortably as possible before registering.
		  o Tented area with chairs and water on exterior of facility
		
		  o Special temperature-controlled area with chair and medical cots distinct from, but in close proximity to, general registration area	

	What material resources may be needed to facilitate the registration process, specifically when accommodating individuals with functional support service needs and/or disabilities?	• Consider the following:
		  o Signage
		  o Barricade
		  o Stanchion and chain
		  o Tents with chairs
		• Develop strategies to assist persons with disabilities to navigate crowd management systems.
			Personal assistive technology for registration process

Section 1: Client Registration	Considerations:	Supporting Tasks:	Resources:
Client interview			
	What process will be used to collect the information (e.g. sign in sheet, registration form, and electronic process)?	• Select a process. • Procure resources. • Implement the process. • Ensure accessibility.	• Forms • IT resources • IT connectivity • Equipment • Power source(s) • Registration staff
	What is the location and space allocation?	• Design the flow. • Develop the layout. o Privacy issues • Organize the set up of the area. • Ensure accessibility.	• Cueing equipment • Tables & chairs • Set up/tear down labor
	What is the plan for unaccompanied minors?	• Determine and implement a plan for how to accommodate unaccompanied minors. • Coordinate with local law enforcement and Family Protective Services.	**SEE FAMILY REUNIFICAITON, SECTION 15**
	What is the process for health and mental health needs assessment?	• Conduct health and mental health needs assessment.	• HHS/American Red Cross *Initial Intake & Assessment Tool* and other assessment forms
Health & needs assessment			
	Are there any populations who require	• Arrange for accommodations for	• Interpreters

Section 1: Client Registration	Considerations:	Supporting Tasks:	Resources:

	additional support while in the shelter?	anticipated special needs, such as:
		  o Cultural
		  o Age
		  o Communications (Limited English Proficiency populations or individuals with sensory disabilities)
		  o Accessibility
		  o Medical
		  o Functional support services
		
		• Determine assistance thresholds that will indicate that a person needs more care than available in a general population shelter.
		
		• Determine where those who may not be able to be accommodated in the shelter will be directed.
		• Determine how those who need to be moved to another shelter or facility will be transported.
			• Translators
			• Escorts
			• Signage
			• Durable medical equipment
			• Wheelchair accessible vehicles
			• Medical cots
			• Ambulances

	How will individuals with disabilities who need either personal assistance or equipment to remain independent be identified and supported?	• Determine and enact a process for screening. • Engage NGOs, case managers, and social and healthcare workers for ongoing observation, assessment, and support of the population.	• HHS/American Red Cross *Initial Intake & Assessment Tool*
	How is the assessment being	• Contact local public health and	• Public health

Section 1: Client Registration	Considerations:	Supporting Tasks:	Resources:
	communicated to Limited English Proficiency (LEP) and non-English speaking populations?	emergency management to determine anticipated needs and resources. • Engage non-governmental and faith-based organizations to help assess needs and provide resources. • Hire translators to supplement other resources, if necessary. • Arrange for language banks that can be accessed by phone.	• Emergency management • NGOs • Faith-based organizations • Telecommunications equipment & language banks

	How will individuals requiring medication or other medical support be identified and supported?	• Consider the following:
		  o HHS/American Red Cross Intake Form
		  o A plan for persons administering their own medication (e.g. keep on their person or not)
			• State and local government health and mental health agencies
			• Case managers and social workers

	What higher level of personal assistance or medical support is available on site or elsewhere?	• Coordinate with the appropriate level of emergency management. • Coordinate with medical and mental health staff to determine who the shelter will accommodate.	**SEE PUBLIC HEALTH, MEDICAL AND MENTAL HEALTH SERVICES, SECTION 8**
Collect client data			
	What client information is needed?	• Verify what information will be collected with shelter and facility management. • Coordinate with the EOC.	
	Is there a need for verification of client data (e.g. ID)?	• Determine a process and policies for verifying data.	

Section 1: Client Registration	Considerations:	Supporting Tasks:	Resources:
		• Procure necessary resources. • Implement a verification process. • Determine if immigration data needs to be collected.	
	What is the procedure for clients that do not have any form of identification?	• Recognize the scope of the disaster situation that may impact ID availability. • Establish a process and policies for assisting clients without identification.	
Information sharing - privacy rights			
	What privacy of information policies will be used? What information can/will be shared and with whom? Who has authority for information sharing requests? How will that information be maintained and kept confidential?	• Determine if any client information will be shared. • Verify information sharing policies with respective management and the EOC. • Implement a process for sharing.	• Privacy laws; policies of participating agencies and organizations • Privacy Act
Communicate shelter policies			
	What are the shelter policies that clients need to be made aware of?	• Determine shelter policies. • Share policies with all shelter staff, and confirm roles in enforcing policies.	
	How will policies be communicated?	• Determine methods for communicating policies (e.g. posters, flyers, audio, bulletin boards). • Ensure communication is accessible to all (including individuals with sensory or cognitive disabilities, limited English proficiency or who are non-English	• Signs and flyers • Announcements • Sign language interpreters

Section 1: Client Registration	Considerations:	Supporting Tasks:	Resources:
		speaking). • Conduct client orientation meetings.	

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
Definition: the management of facility operations and support services during sheltering			
General			
	Who is responsible for management of facility operations?	• Ensure coordination between facility, the EOC, and all entities.	

	Given the available space, what is the shelter's capacity?	• Determine the shelter's capacity, consider the following:
		
		  o That which is necessary in the shelter design
		
		  o Personal storage space
		
		  o Flow of access within the shelter
		
		  o Meal and canteen areas
		
		  o Storage areas for service areas
		
		  o Activity and function areas (e.g. children's areas, medical, registration, recreation)
		
		  o Appropriate space and accessibility for individuals who use wheelchairs, walkers, or service animals
		
		• Develop a dormitory floor plan based on a minimum of 40 square feet per person. This is personal space, exclusive of aisles.
			• **SEE APPENDIX G, SAMPLES AND EXAMPLES, CONCEPTUAL SHELTER LAYOUT**
			• Department of Justice ADA Checklist for Shelters

	What is the plan for traffic control?	• Consider accessibility to the shelter.	• **SEE PARKING & TRAFFIC CONTROL, SECTION 4**
	What is the plan to accommodate	• Consider the following:	• http://www.ada.gov/pcat

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
	functional needs support services?	o ADA accessibility requirements o Signage o Power requirements o Location of area hospital o Support for individuals with functional needs	oolkit/chap7shelterchk.htm
	How will you identify the need for additional equipment and services due to unusual and high usage (e.g. 24x7 operation versus standard events)?	• Consider preparing for and lining up the resources for the following: o Plumbing o Electrical services o Janitorial services o Forklift equipment o Repairs o Environmental equipment o Trash services o Biohazard waste o Children's needs (e.g. diapers and formula) o Pest control • Coordinate with contractors and vendors for sales and/or leasing. • Consider seven day/week needs.	
	How will you determine the need for and ability to house special populations and operations?	• Coordinate with the appropriate level of emergency management.	

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
Shelter design			

	What is the plan for allocating space for non-dormitory areas and needs?	• Consider space allocation for the following:
		  o Residents' personal items
		  o Recreational areas
		  o Feeding areas
		  o Shower and restroom areas
		  o Food preparation areas
		  o Support staff areas
		  o General services
		  o Storage
		  o Health and mental health services, include quarantine and consultation areas
		  o Registration area
		  o Family areas
		  o Children's areas
		  o Quiet areas
		• Plan for the use of additional resources to support spontaneous needs (e.g. plumbing, electrical).
		• Consider building and building code officials' heavy involvement.
		• Address sanitary considerations for service animals.
			• Department of Justice ADA Checklist for Shelters

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
	What are the planning considerations for locating adjoining activities and spaces?	• Determine feasible locations for activities and storage areas. Consider and assess the priorities for: o Noise level for activity or space o Privacy o Traffic flow o Security o Material handling o Equipment storage o Safety o Type of activity and demographics of participants o Proximity to rest rooms and medical services o Lighting o Floor surfaces o HVAC and environmental conditions o Utility services. • • Determine the location of support materials near the respective operation (e.g. medical supplies near medical area).	
	What is the plan for receiving residents?	• Determine feasible demarcation points for shelter residents. • Consider inclement weather (e.g. heat,	• **SEE CLIENT REGISTRATION, SECTION 1**

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
		cold, rain).	
		• Consider a waiting area for residents waiting to be registered.	

	What is the plan to preserve client privacy?	• Consider the following privacy issues:
		  o Media visits
		  o Windows
		  o Separating dormitory and recreation areas
		  o Showers with shower curtains
		  o Care of health related needs (e.g. colostomy bags)	

Public health			
	Who will be your liaison to the public and environmental health departments?	• Coordinate with public health officials beginning with local agency. • Coordinate with facility staff to ensure proper sanitation and environmental controls (e.g. air ventilation). • Consider needs specific to medical areas.	• **SEE PUBLIC, MEDICAL AND MENTAL HEALTH SERVICES, SECTION 8**
Administration & finance			
	How are your expenses logged and tracked?	• Determine eligibility requirements for reimbursement and what additional documentation is required. • Develop a system to log and track expenses of all services and entities. • Develop a file system for all receipts, bills of lading, invoices, purchase	

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
		orders, etc.	
	How are you scheduling and tracking labor?	• Consider tracking staff hours. • Determine eligibility requirements for reimbursement and what additional documentation is required.	
	What is your plan for reimbursement?	• Identify sources for potential reimbursement (e.g. FEMA Public Assistance Grant program). • Determine requirements for reimbursement. • Consider additional purchasing procedures for all entities. • Determine the approval process for purchasing.	• FEMA: Private Non-profit (PNP) Facility Eligibility • FEMA: Eligible Costs Related to Evacuation and Sheltering • FEMA: Host State Evacuation and Sheltering Reimbursement • FEMA: Eligible Costs Related to Pet Evacuations and Sheltering
Operational staff			
	What is your plan for a 24x7 operation?	• Determine additional staff and equipment resources necessary to support operation. • Be aware of staff's physical and emotional stress. • Develop a schedule of staff shifts including rest cycles.	

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
		• Ensure that counseling is available.	

	• Will staff need housing, support services, and/or personal accommodations?	• Determine the incident's effect on staff and family.
		
		 • Determine the potential housing, support service, and personal accommodation needs of staff.
		
		 • Separate staff housing and support from shelter residents.
		
		 • Consider the following:
		
		    o Number of staff and family members
		
		    o Length of time supporting mega-shelter's operation; shift length, projected duty assignment, and shelter's operation time period
		
		    o Needs of family members of staff
		
		    o Available resources in shelter
		
		    o Available resources in community	

	What is the plan to initiate, operate, and close shelter operations?	• Be prepared for phases of operations (e.g. opening vs. close). • Be prepared to utilize areas in a non-traditional format.	
HVAC operation			
	What additional system evaluations are necessary when operating 24x7?	• Consider the following: o Inability to shut down comfort systems for normal preventive maintenance	

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
		o Operating equipment outside normal parameters (i.e. hotter or colder) o Airflow and additional ventilation in high density areas o Odor control o Emissions control	
Client services			
	What are the shelter population's demographics?	• Coordinate with the EOC. • Determine what resources are necessary, such as: o Translators o Nurses o Social services o Local school districts o Dietary needs o Children and infant needs o Elderly needs o Accessibility needs o Material support	• **SEE CLIENT REGISTRATION, SECTION 1** • **SEE DORMITORY MANAGEMENT, SECTION 6** • **SEE PUBLIC HEALTH, MEDICAL AND MENTAL HEALTH SERVICES, SECTION 8**
Evacuation & emergency plans			
	What is the plan for service outages?	• Consider the following possible outages: o Water	

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
		o Electrical o Sewage o Communication o Climate control (e.g. AC)	

	What is the plan to evacuate or relocate shelter clients?	• Determine who is authorized to order evacuation and reentry.
		• Develop a plan based on the predicted risks of the area (e.g. tornado vs. earthquake).
		• Communicate the plan to all entities.
		• Consider the following:
		  o Reason for evacuation
		  o Special need clients
		  o Persons needing additional assistance (e.g. those experiencing panic or shock, persons needing an escort)
		  o Gathering areas
		  o Staff roles and responsibilities
		  o Communication (verbal and written)
		  o Estimated length of evacuation
		  o Security plan	

Fire & safety code compliance			
	Who is the liaison with the local fire department?	• Coordinate with local fire department to identify point(s) of contact.	

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
	How will you ensure fire code compliance?	• Coordinate with the fire marshal in shelter design and layout. • Coordinate with risk management and safety staff for the facility. • Communicate to all entities the fire code and safety regulations.	
Record keeping /tracking			
	How do we pass information to each shift change?	• Determine the method and forms with which information is passed from shift to shift. • Establish elements of information to be exchanged during shelter briefings. • Consider using current software or systems available at the facility. • Consider utilizing FEMA ICS Form 214 - Operational Planning Worksheet. o Note: Make sure all documents and pass-downs are user friendly.	• Facility software example: Awaremanager, eTeam, eSponder, WebEOC • FEMA ICS, Form 214

	During each shift, how is each entity's authority figure identified?	• Consider the following:
		
		   o Central operations information center
		
		   o Badge, vest, or credentialing system	

	How often do we update files as a group (e.g. shelter numbers, services requests, medical needs, support services)?	• Determine within the shelter structure of unified command when updates and information are given to all entities. • Provide a resource location for filed	

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
		updates.	
		• Coordinate all updates with the EOC.	

	How are the back-up documents tracked?	• Consider each entity.
		 • Designate a historian that will track
		   o General information
		   o Incident Briefings and Action Plans
			• During audits with local, State, or Federal agencies, daily logs and general information can assist with the reimbursement process.

	How are incidents tracked?	• Determine what incidents are tracked by and from each entity's perspective.
		 • Consider that a facility may have a system in place to track incidents.
		 • Consider the following:
		   o Slips and falls
		   o Injuries
		   o Inappropriate conduct
		   o Access denied to certain individuals
		   o Use of illegal substances
		   o Weapons	

Public address system			
	Is there an existing system that allows certain areas to be isolated?	• Determine the parameters.	
	What is the plan and guidelines for usage of the PA system?	• Determine the parameters with which entities may utilize the system. • Determine and post a schedule for	• Messaging center including interpreters for multiple

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:

		announcements.
		
		• Consider the following:
		
		   o Approved announcements
		
		   o Function of system
		
		   o Directions for system use
		
		   o Alternative formats for individuals that are deaf or hard of hearing, or have limited English proficiency
			languages, pictograms, print materials (e.g. large print, Braille, multiple languages)

	Other than emergencies, what use does the public address system/world microphone have?	• Determine if general announcements should be made to all in the shelter. • Provide instructions of use from isolated areas to all area call (if available).	
	How are printed or digital messages distributed?	• Determine if the facility or vendors have a digital signage.	
Signage			

	How will you identify and direct clients to public areas?	• Consider directional or trailblazing signage for:
		
		   o Exits
		
		   o Main entrances
		
		   o Restrooms
		
		   o Showers
		
		   o Smoking areas
		
		   o Meal and canteen areas
		
		   o Parking
		
		   o Message centers
			• Interpreters for multiple languages
			• Pictograms
			• Print materials (e.g. large print, Braille, multiple languages)

Section 2: Facility Management	Considerations:	Supporting Tasks:	Resources:
		- Medical and first aid areas - Activity and functional areas • Consider informational signage to: - AED - Fire extinguishers - Other emergency resources	

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
Definition: creating and implementing plans and procedures for all constituents to ensure the mega-shelter is a safe place			
General			
	Who is responsible for the security and access procedures for the mega-shelter?	• Coordinate with the EOC and facility.	
	What kind of entry accommodations need to be considered for all those entering the shelter?	• Plan entrance points for all constituents. Consider the following: ○ Residents ○ Volunteers ○ Medical ○ Staff ○ Logistics ○ Food ○ Donations ○ Media ○ Distinguished guests ○ Visitors of residents ○ Agencies providing information ○ Professional and social services ○ Individuals with disabilities ○ Non-residents accessing specific shelter services, if applicable	
	What are the entry and exit policies, and who has access?	• Develop procedures to determine dormitory residents' eligibility. • Determine access policies, consider	• **SEE CLIENT**

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
		the following: ○ Non-resident access areas ○ Dormitory access requirements ○ Resident exit and reentry ○ Non-resident exit and reentry (e.g. volunteers, vendors, staff, individuals seeking services, guests) • Consider physical screening methods for initial entry and reentry.	**REGISTRATION, SECTION 1**
	How can you best utilize the existing structure of the facility to accommodate entry?	• Determine how to place entrances considering the physical characteristics of the space (e.g. stairs, ramp capacity, number of doors). • Plan and procure appropriate directional signage. • Consider human and physical (e.g. barricades, physical boundaries, signage) resources available. • Coordinate with the existing shelter floor plan.	
	What kind of initial and ongoing access needs will be required for residents, non-residents seeking services, visitors of residents and service providers?	• Consider the additional services that will require access during ongoing shelter operation.	

56

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:

		• Establish an exit and reentry procedure for:
		    o Residents
		    o Non-residents seeking services
		    o Visitors
		    o Service providers	

	What are the environmental considerations or circumstances under which your residents will be arriving?	• Consider the following external factors when setting up queuing systems and entry points:
		    o Weather conditions (e.g. heat, cold, rain, etc.)
		    o Air quality
		    o Temperature
		    o Hydration needs
		    o Food needs
		    o Restroom accessibility
		    o Respite areas
		 • Consider time of arrival (e.g. large populations arriving during sleeping hours).
		 • Consider the length of resident travel time to shelter.
		 • Adjust human resources during these circumstances.	

	Who is the designated point of contact to	• Determine all entities and define roles	

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:

	coordinate all security?	and responsibilities.
		  o Local law enforcement
		  o Contract/building security
		  o National Guard
		  o DEA
		  o FBI
		  o Personal security
		  o Peer security
		  o Fire marshal
		  o Public health
		  o Emergency medical technician
		  o Traffic control officers
		  o Office of Emergency Preparedness
		  o Volunteer organizations
		• Coordinate the implementation of shelter policies. Consider the following:
		  o Criminal justice
		  o Sex offenders
		  o Drug enforcement
		  o Prohibited items
		  o Background checks for staff
		  o Access to and sharing client information with authority
		• Establish chain of command.
		• Consider an Incident Command	

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
		System structure and responsibilities. • Consider the human and physical resources of each entity (e.g. barricades, magnetometers).	

	What are the needs and resources available to support a 24x7 operation?	• Consider all entities.
		
		 • Determine a schedule. Consider the following:
		
		    o Shelter schedule
		    o Number and level of access to restricted areas
		    o Media requests for access
		    o Estimated arriving populations
		    o Population demographics
		    o Transportation schedule
		    o Perimeter access
		    o Lighting schedule
		    o Exterior environment
		    o Interior environment (e.g. heat, ventilation, and air conditioning)
		    o Population density in dormitory
		    o Availability of resources
		    o Non-resident access	

	What areas need restricted access and surveillance?	• Determine the complete footprint of your shelter area and what areas will be completely off limits. Consider the following:	• Existing surveillance equipment

59

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
		o Administration offices	
		o Meeting rooms	
		o Suites	
		o Press box	
		o Kitchens	
		o Production rooms	
		o Parking structures	
		o Dedicated facility storage areas	
		o Control rooms (e.g. A/V rooms)	
		o Perceived gathering locations (e.g. halls, lobbies)	
		o Roof access/catwalks	
		• Determine areas that require restricted access and/or surveillance. Consider the following:	
		o Pharmacy	
		o Medical storage	
		o Infirmary	
		o Storage	
		o Children's areas	
		o Shower and restroom areas	
		o Hidden stairwells	
		o Loading dock	
		o Parking lots	
		o Dormitory area	

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:

	What will the credentialing system be to control access to the mega-shelter and areas within it?	• Determine the credentialing process. Consider the following:
		  o Residents
		  o Non-residents
		  o Resident visitors
		  o Volunteers
		  o General facility operational staff
		  o Facility administration staff
		  o Vendors
		  o Security staff
		  o Parking staff
		  o Media access
		  o VIPs
		  o Medical and mental health service providers
		  o Child care providers
		• Establish a procedure for issuance and return of credentials.
		• Establish authority to issue credentials.
			• Badges and IDs
			• Wrist bands
			• Scanners
			• Keys and locks

Entry, screening, and search			

	What are the demographics of the anticipated resident population, and what level of search and screening will be required?	• Determine search and screening procedures:
		  o Metal detector screening
		  o Bag checking
			• Law enforcement liaison
			• Magnetometer or wands
			• Care facility liaisons

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
		o Visual screening • Contact EOC to determine if there are anticipated evacuees from: o Group home o Long-term care and assisted living facilities o Correctional facilities o Individuals subject to department of corrections and/or law enforcement supervision	
	What are your language support capabilities during the screening process?	• Consider the following resources: o Translators o ASL	
	Has the group been previously screened before arriving to the mega-shelter?	• Contact EOC to determine the depth of prior screening.	
	What are the prohibited items, and who will establish them?	• Establish the prohibited items, such as: o Weapons o Illegal drugs o Animals (service animals permitted) o Fireworks o Small cooking appliances (e.g. fry daddy's) • Contact the EOC.	• Facility's general prohibited items list • Fire marshals • Law enforcement officials • Venue policy

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
	What procedures will be established when prohibited items are found?	• Determine a plan for residents to return any prohibited items to their own vehicle or other designated area. • Coordinate with local law enforcement regarding storage of prohibited items. • Determine a procedure for redirecting animals other than service animals.	
	What procedures will be established to monitor physical and mental health while residents are waiting in line?	• Determine if special entry points or expedited entry will be established to accommodate those with mental health or health needs. • Coordinate with NGOs and public health.	
	What contained and controlled areas can be allocated to accommodate residents after screening while waiting for the registration process?	• Determine climate controlled, easily contained and controlled physical locations that can be designated as waiting areas after screening, but prior to registration. • Determine space that will be specifically utilized for this purpose during peak registration and screening times.	
Perimeter control			
	What barriers are in place to limit resident exploration?	• Consider naturally isolated areas, perceived hidden or concealed locations.	
	How will the residents be arriving (e.g.	• Plan and coordinate with traffic and	

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
	buses, personal vehicles, length of travel) and will they need any special access requirements?	transportation control.	
	What changes to the routine operations are necessary to keep areas secure? What doors must stay locked?	• Consider adjustments to default operating schedules (e.g. door closures, escalator schedules, door opening times). • Establish a team to coordinate and communicate a plan for the entry/exit points schedule and procedures for shelter and dormitory access that includes facility, security, and dormitory management staff. • Coordinate with EOC.	
Dormitory monitoring & security			
	What are the dormitory entry access points?	• Determine monitoring method of access.	• **SEE DORMITORY MANAGEMENT, SECTION 6**

	What will be monitored in the dormitory area?	• Consider the following:
		  o Unauthorized individuals
		  o Prohibited items
		  o Preservation of shelter policies
		  o Preservation of aisle space
		  o Preservation of designated areas (e.g. families with children)
			• Fire marshal
			• Building codes

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
		o Noise level o Overcrowding	
	What resources are available for monitoring the dormitory area?	• Consider engaging shelter residents to supplement security staff. • Consider existing surveillance technology equipment.	
Restroom & shower facilities monitoring			
	Who will be monitoring the facility services that are being provided?	• Consider utilizing o Bathroom monitor(s) o Monitor(s) for outdoor sites o Monitor(s) for shower access and scheduling	
	What are the lighting conditions for exterior areas where services are being provided?	• Consider increased lighting for exterior restrooms or showers.	
	What is the detailed shower schedule?	• Determine gender specific shower times and areas. • Determine special accommodations for different groups (e.g. single parents with children of different genders, those with functional support needs). • Ensure that the hot water supply can accommodate the schedule.	

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
Loading dock security			
	What is the access communication structure?	• Develop a loading dock access plan. • Coordinate with all entities.	• **SEE LOGISTICAL SUPPORT/DOCK MANAGEMENT, SECTION 18**

	What are some concerns that may affect scheduling of loading dock security staff?	• Consider the following:
		  o Dock access times
		  o Unauthorized deliveries
		  o Delivery schedule
		  o Physical structure of receiving area and resources
		  o Scarcity of items being delivered (e.g. water, food)
		  o Securing and tracking of resources	

Shelter curfew			
	What rules for curfew need to be established?	• Contact the EOC. • Determine exceptions to curfew rule (e.g. people who work night shifts). • Establish through unified command and implement by shelter manager.	
	How will the curfew be implemented?	• Ensure procedures are communicated to residents. • Enforce curfew.	

Section 3: Security & Building Access Control	Considerations:	Supporting Tasks:	Resources:
Key & lock control			
	What is the current facility's key and lock infrastructure?	• Contact the facility manager. • Consider the current facility plan.	
	What areas need to be secured?	• Determine if existing infrastructure accommodates mega-shelter needs.	
	Who needs access to secured areas?	• Determine each entity's authorized point of contact for access rights. • Determine a policy for distribution of resources (e.g. keys, lockboxes, alarm codes).	

CONCEPT OF OPERATIONS

Section 4: Parking & Traffic Control	Considerations:	Supporting Tasks:	Resources:
Definition: coordinating, directing, routing, parking, and staging of vehicles related to mega-shelter operations.			
General			
	How many people are you expecting?	• Communicate with the EOC or point of contact for the operation.	
	What is the estimated time of arrival for residents, volunteers, and special guests?	• Communicate with the EOC. • Determine a general and flexible timeline to coordinate traffic control.	
	Where will the main facility entrance for clients be located?	• Select an easily accessible location. • Consider routing and queuing space.	
	What areas of your property will not be available for parking?	• Determine non-parking related needs and uses for outdoor spaces (e.g. equipment staging). • Designate areas and lots for non-parking use.	
	Where will donations be directed?	• Communicate with the EOC to determine donation policies and how to reroute traffic as necessary.	• **SEE DONATIONS AND VOLUNTEER MANAGEMENT, SECTION 20**
	What are the different restrictions for vehicle access? How will these restrictions be communicated?	• Determine specific groupings' routes. • Develop a communication plan for all constituency groups.	
	What are the expectations of attendees?	• Determine their status of arrival and anticipated flow of vehicles. • Coordinate with the EOC (e.g. critical transportation needs, buses vs. self evacuees).	
	Who are you parking and where?	• Determine the capacity and location of	

Section 4: Parking & Traffic Control	Considerations:	Supporting Tasks:	Resources:

		all listed below:
		  o Individuals with disabilities
		  o Buses
		  o Shuttles
		  o Personally owned vehicles
		  o Media/satellite trucks
		  o Staff
		  o Spontaneous volunteers
		  o VIPs
		  o Deliveries (e.g. food service, supplies)
		  o Guests of residents
		  o Basic information seekers
		• Determine pick up and drop off plans.
		• Determine routing for pet drop off.
		• Determine any existing facility plans and resources for media/satellite truck access.
			• **SEE EMERGENCY HOUSEHOLD PET SHELTERING, SECTION 11**

	Who is managing the traffic?	• Facility management • Law enforcement • Coordinate with the EOC to designate alternative staff.	
	Who is managing parking operations?	• Determine with EOC parking management.	
	Are there any planned or cancelled events?	• Consult events and booking department.	

Section 4: Parking & Traffic Control	Considerations:	Supporting Tasks:	Resources:
		• Develop a plan to ensure proper coordination with existing events.	
	What is your departure plan for the residents?	• Coordinate final bus loading and staging areas. • Coordinate with shelter manager, and determine if any items will be distributed to residents upon departure.	

	What is the plan for receiving a large volume of shelterees?	• Determine if there will be a government-assisted evacuation.
		
		• Determine from the EOC if an evacuation reception process will be used.
		
		• Determine from the EOC the arriving population's main transportation modes for traffic management:
		  o Personal vehicles
		  o Buses
		  o Mass transit
		  o Aircraft	

	What is the plan for receiving clients, volunteers, staff, and material resources?	• Consider the separating route and traffic flow for the following:
		  o Volunteer entrance
		  o Client entrance
		  o On-site services
		  o Guests and media
		• Consider the proximity to registration.
		• Consider outside directional signage	

Section 4: Parking & Traffic Control	Considerations:	Supporting Tasks:	Resources:
		(e.g. trailblazing, entrance name). • Determine equipment that may be utilized during arrivals and departures (e.g. dollies, personal equipment). Assign a route that can accommodate.	
Traffic control			
	What streets will remain open and closed?	• Coordinate with the EOC. • Assess the safety of the residents and patterns of traffic.	
	What additional resources are needed for a twenty-four hour operation?	• Determine available human and material resources (e.g. equipment, utilities).	• Facility • Police • EOC
	What special considerations need to be made for all the expected constituents mentioned above?	• Determine needs and order additional equipment and the signage necessary. • Coordinate with the EOC. • Disseminate necessary information regarding the traffic plan to all constituency groups.	• Facility's existing communication plan
	Do any special accommodations need to be made to coordinate simultaneous ingress and egress?	• Determine capacity and develop a plan. • Determine the resources required to implement the plan. • Determine staff requirements. • Consider registration capacity to determine the rate of off-loading of the vehicles.	• Police • Flaggers

Section 4: Parking & Traffic Control	Considerations:	Supporting Tasks:	Resources:
	What access will there be for emergency first responders?	• Coordinate with the EOC.	
Parking			
	What is the parking layout?	• Determine the specific parking locations for: 　o Clients 　o Volunteers 　o Staff 　o Staged emergency response and medical vehicles 　o Supply trucks • Consider unique scheduled activities (e.g. recovery assistance, entertainment, media visit, VIP visit).	
	How is the parking plan communicated?	• Coordinate with all the constituency groups (e.g. traffic routes, parking location/lot, hours for access, required credentials, prohibited items). • Ensure parking and the traffic flow plan are coordinated with public information and media plans.	• Signage • **SEE PUBLIC INFORMATION/** **PUBLIC AFFAIRS/MEDIA RELATIONS, SECTION 5**
Signage			
	What additional signage will be needed?	• Access available inventory. • Access available directional signage (e.g. BLUE LOT vs. volunteers, media). • Determine needs for: 　o Volunteers	

Section 4: Parking & Traffic Control	Considerations:	Supporting Tasks:	Resources:
		o Media o Individuals with disabilities o Donations o Deliveries o Staging area o Staff (e.g. facility staff, non-governmental agencies, governmental agencies) o Shuttles o Resident parking o Resident drop off and pick up o Buses o Law enforcement o Credentialed guests o Food service o Bulk Distribution o Resident Visitors • Create and procure necessary signs. • Consider the need for non-English language signs.	
Individuals with disabilities			
	How many individuals with disabilities do you anticipate arriving at the shelter that will need additional assistance?	• Coordinate with the EOC. • Collect data regarding prospective shelter residents (e.g. local request for assistance, phone center [211]).	

Section 4: Parking & Traffic Control	Considerations:	Supporting Tasks:	Resources:

	What is the plan to accommodate residents who arrive needing accommodations because regular parking and pedestrian resources do not meet access needs?	• Coordinate internal receiving sites.
		• Ensure safety of transition from vehicle to facility.
		• Consider providing:
		  o Accessible overflow parking (e.g. non-traditional space such as streets)
		  o On-site shuttle transportation
		  o Drop off lanes
		  o Valet service
		  o Paratransit vehicles	

	What is the plan for inbound and outbound medical or paratransit vehicle access?	• Identify a location for vehicles. • Develop procedures for transport to/from the vehicle staging location.	
Deliveries			

	What special delivery locations are necessary?	• Determine needs for:
		  o Food services
		  o Equipment (e.g. showers, hand washing stations, material handling equipment, cots)
		  o Donations
		  o Bulk distribution
		  o Medical supplies
		  o Pharmaceutical supplies
		  o Durable medical equipment (e.g. wheelchairs)	

Section 4: Parking & Traffic Control	Considerations:	Supporting Tasks:	Resources:
		• Develop a communication plan for specific locations. • Ensure appropriate signage.	
	What special controls are necessary for delivery sites?	• Develop a communication plan for scheduled deliveries. • Coordinate with governmental and non-governmental agencies. • Develop access requirements and controls.	
	What is your plan for unscheduled deliveries?	• Determine staging area for unscheduled arrivals. • Determine a communication plan. o Consider unsolicited donations.	
Emergency evacuation			

	What is the plan for emergency evacuation of the site?	• Consider the following:
		    o Staging buses, including accessible vehicles, to assist with evacuation
		    o Providing assistance to individuals with disabilities
		    o A safe location until all clear is given
		    o What is the route to gather evacuated clients, volunteers, and staff?
		    o Communication, direction, and assistance for individuals with disabilities	

Section 4: Parking & Traffic Control	Considerations:	Supporting Tasks:	Resources:
		• Pre-planned police evacuation plans (e.g. contraflow) • Coordinate with the EOC and facility's plan.	

76

Section 5: **Public Information/** **Public Affairs/** **Media Relations**	Considerations:	Supporting Tasks:	Resources:
Definition: coordinating and disseminating information for both the general public and clients along with interacting with the news media.			
Information management			

	How should public information be coordinated among all the constituents?	• Develop a plan for the dissemination of information.
		    o Ensure agencies are appropriately represented.
		    o Develop a plan for an information feed to a spokesperson.
		    o Consider the approval process.
		    o Consider different communication types for individuals with hearing impairments or limited English proficiency (e.g. ASL, multilingual).
		• Identify a lead public information officer to coordinate messaging and facilitate media access.
		• Include the appropriate public information officers from the different agencies.
		• Consider joint press releases or joint briefings with other agencies.	

	Who owns the information, and who should be the party disseminating it?	• Determine if the information is jointly shared or represented by one single agency (e.g. a request for donations). • Stay in your lane (e.g. only represent	

77

Section 5: **Public Information/ Public Affairs/ Media Relations**	Considerations:	Supporting Tasks:	Resources:
		information your agency maintains).	

	What are the communication guidelines for staff?	• Consider the following:
		
		  o Staff roles within each agency's guidelines (Who is allowed to speak to the media?)
		
		  o Understanding amongst agencies
		
		  o Staff should only speak in their breadth of knowledge and authority.
		
		  o Avoid speaking on behalf of other agencies.	

Spokesperson for the shelter			

	Who is the spokesperson at the shelter?	• Consider the following:
		
		  o Public speaking skills
		
		  o Prior experience
		
		  o Knowledge of the shelter and shelter operations
		
		  o Knowledge of partner agencies and roles
		
		  o Familiarity with agency policies and corporate knowledge	

	What are the qualities and roles of the spokesperson?	• Consider the following:
		
		  o A person's familiarity of the shelter and shelter operations
		
		  o Organizational policies	

Section 5: **Public Information/** **Public Affairs/** **Media Relations**	Considerations:	Supporting Tasks:	Resources:
		o A person's ability to act as the "face" of the shelter o What he/she is authorized to discuss o Ability to attend operational briefings and receive shelter updates	
Media areas			
	What is the plan for media access to the shelter?	• Consider only allowing media access to the inside of the shelter if escorted by media relation staff.	
	What designated areas are needed for media relations/public affairs?	• Determine what spaces are needed to support media relations/public affairs. Consider the following: o Area for press conferences & interviews o Work space for public affairs staff o Media parking o Broadcast trucks • Determine where the media areas will be located based on the facility's blueprint. Consider the following: o Working area/media compound that allows for a designated media entrance (e.g. restricted access, close in proximity to a separate entrance to the facility, removed	• **SEE PARKING & TRAFFIC CONTROL, SECTION 4**

Section 5: Public Information/ Public Affairs/ Media Relations	Considerations:	Supporting Tasks:	Resources:
		from the public/resident entrance) o Areas that allow for resident privacy o Access to existing logistical support for media such as telephone lines (e.g. press rooms) o Broadcast truck area with pre-existing power & connectivity	
	What physical resources are needed to support public affairs?	• Determine requirements such as: o Power o Connectivity o Microphones o Staging/risers o Podium o Pipe & drape o Mult boxes, additional AV needs o Tables & chairs • Identify existing and additional sources.	
Dissemination of information			
	What information does the general public need?	• Consider the following general information needs: o Location of assistance centers o Public health and safety messages	

Section 5: Public Information/ Public Affairs/ Media Relations	Considerations:	Supporting Tasks:	Resources:
		o Explanation of shelter services o Shelter location o Donation locations o Donations needed/accepted o Volunteer opportunities (e.g. What can the public do to help?)	
	What method of dissemination will be utilized to communicate information to the general public?	• Consider the following: o Press releases o Media alerts o Website updates o Social media tactics o Press briefings o Community events	
	What information do the shelter residents need?	• Consider the following: o Presence of news media in the shelter o Anticipated closing of the shelter o Transportation arrangements o Personal needs at the shelter (e.g. what to bring, expectations, prohibited items) o License and identification policies (e.g. Citizenship proof is not required.)	

81

Section 5: Public Information/ Public Affairs/ Media Relations	Considerations:	Supporting Tasks:	Resources:
Media access to clients & to specific areas			

	In what exterior areas can the media be located that maintain the privacy of the shelter residents?	• Consider the following:
		  o Visual of the main entrance
		  o Branding
		  o Cabling and equipment needs
		  o Designated access points
		  o Protection from the elements	

	To what interior areas can the media have access while maintaining the privacy of shelter residents?	• Consider the following:
		  o Resident privacy
		  o Timing
		  o Shelter schedule
		  o Escort or guide for media
		  o Single feed to audio/visual
		• Consider a holding area for media personnel to wait in before media escort has arrived.	

	What areas could be inappropriate to film?	• Consider the following:
		  o Health/mental health services
		  o Dormitory
		  o Bathing areas
		  o Casework areas (be considerate of client privacy)	

Section 5: **Public Information/ Public Affairs/ Media Relations**	Considerations:	Supporting Tasks:	Resources:
		o Children's area (ensure guardian permission)	
	What are the roles, skills, and responsibilities of a media escort?	• Consider the following: o Negotiation ability with media personnel o Commitment to maintaining client privacy o Creativity (alternative camera angles) o Public speaking o Familiarity with shelter residents o Familiarity with restricted areas	
Celebrity & VIPs			
	What is the plan for addressing celebrity and VIP visits?	• Appoint someone to oversee celebrity and VIP guests, consider the following: o Understand the intention of their visit (e.g. site tour, volunteer opportunity, etc.). o Coordinate the timing of the visit with the shelter schedule. o Consider designating a photographer. o Designate an escort for the entire visit. o Is the VIP okay with media/public	

Section 5: Public Information/ Public Affairs/ Media Relations	Considerations:	Supporting Tasks:	Resources:
		promotion of the visit (before and after)? o Is the VIP interested in media availability during the visit? (If so, create basic talking points for the VIP.) • Coordinate with the security and shelter managers. o Notify volunteers and staff. o Notify residents when appropriate. o Arrange for appropriate support.	
	How many guests or other personnel will accompany a VIP?	• Consider the following: o How many guests will be accompanying the VIP? o Will media be in the entourage?	
Crisis communication management (non-evacuation)			
	Who will be your crisis communication team?	• Consider the following: o Coordinating with facility contact o Understanding of facility emergency procedures o Understanding of shelter emergency protocols	

Section 5: Public Information/ Public Affairs/ Media Relations	Considerations:	Supporting Tasks:	Resources:

	What types of events should one be prepared for?	• Consider the following:
		  o Gang activity
		  o Violence
		  o Abuse
		  o Death and illness
		  o Disease outbreak
		  o Rumor control
		  o Accidental injury
		  o Utility outages
		  o Inclement weather
		  o Theft
			• See facility's emergency procedures
			• Agency emergency procedures

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
Definition: establishment and management of a congregate sleeping area for all residents			
General			
	Who will be responsible for the management of dormitory needs within the mega-shelter?	• Establish key coordinating agency through unified command. • Determine responsibilities for this agency and supporting entities.	• Local American Red Cross chapter • Local NGOs

	How will the departure of residents be communicated with the dormitory staff in order to ensure that they plan appropriately?	• Develop a way to monitor movement of residents and share information.
		
		• Consider the following:
		   o Moved from the shelter to another facility (e.g. hospital, nursing home, correctional institute, etc.)
		   o Relocated to another shelter
		   o Involuntarily removed from the shelter
		   o Found alternative housing
			• **SEE CLIENT REGISTRATION, SECTION 1**

	How will space and cot allocation be prioritized?	• Determine plan for the prioritized disbursement of limited resources (e.g. expecting mothers, elderly).	
Set up of dormitory space			

	What physical space will be provided as usage for a dormitory?	• Consider appropriate shelter areas:
		   o Floor space
		   o Concourses
		   o Parking facilities	

86

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
		o Meeting rooms o Suites o Seating areas	

	What are some of the considerations for allocating the space configuration?	• Determine a spatial layout and create a physical floor plan. Consider the following:
		
		 o Fire code
		 o Personal dormitory space: min. 40 sq. ft. per person, exclusive of aisles
		 o Cross aisle width:
		   • Recommended10–15 ft. for improved quality of life
		   • Minimum 5 ft.
		 o ADA requirements
		 o Proximity to restrooms
		 o Proximity to electricity
		 o Sleeping schedules (e.g. daytime sleepers)
		
		 Note: An ideal configuration provides open access and easy management of dormitory operations. Minimize compartmental space.
			• Local fire and building codes
			 • NFPA Life Safety Code 101
			 • **SEE APPENDIX G, SAMPLES AND EXAMPLES, CONCEPTUAL SHELTER LAYOUT(S)**

	What populations need designated space?	• Consider the following/resources: o Families o Single women/men	

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
		o Individuals requiring support for assistive technologies o Cultural/religious groups o Unique populations (e.g. transgender, sex offenders) • Establish a liaison for local, tribal, State, and Federal resources (EMA) regarding the demographics of likely residents • Establish availability of resources • Design layout of space	
	What other types of resources are available for dormitory support and what is their proximity to the designated location?	• Restrooms • Utilities • Storage space • Baby/diaper changing areas • Breast-feeding areas • Trash disposal • Bathing areas • Changing areas ** Consider the privacy needs for these areas*	• **SEE CLIENT REGISTRATION, SECTION 1** • **SEE LOGISTICAL SUPPORT/DOCK MANAGEMENT, SECTION 18** • **SEE PUBLIC, MEDICAL AND MENTAL HEALTH SERVICES, SECTION 8**
	How will you control the flow of access into the dormitory area?	• Determine if wrist bands or other control mechanisms are needed. • Security checkpoint	• **SEE SECURITY AND BUILDING ACCESS CONTROL, SECTION 3**

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
	What physical resources will be provided to clients?	• Determine resources (e.g. cot, medical cots, bariatric cots, blankets, hygiene kits, durable medical goods, pillows, etc.) • Arrange for set-up • Consider possible clothing needs of clients	• American Red Cross • Salvation Army • NGOs • Faith- and community-based organizations
	What level of medical care will be provided in this dormitory area?	• Design layout of space for accommodating medical needs (e.g. proximity to utilities, isolation areas, small aid area) • Design secure space to store and distribute medication	• **SEE PUBLIC, MEDICAL AND MENTAL HEALTH SERVICES, SECTION 8**
Dormitory rules			

	What rules and routines need to be established?	• Establish rules & routines for:
		  o Noise levels & quiet hours
		  o Lights out
		  o Access for visitors
		  o Smoking
		  o Procedures for leaving & returning to shelter
		  o Pets
		  o Prohibited items
		  o Parental responsibility for children
		  o Restricted areas
		  o Phone usage	

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
		o Shower schedule o Meal schedule o Meetings • Encourage residents to give feedback on existing policies.	
	How will the rules and routines be communicated to the residents?	• Develop a communication plan for rules and routines to residents.	• Posters • Bulletin boards • Matrix boards • Public address systems • Shelter news sources
	How will the rules be communicated to shelter staff?	• Develop a communication plan for rules and routines to staff	• Staff meetings and briefings • Job induction • Memos • Bulletin boards • Television and computer program/displays
Housekeeping coordination			
	What is the anticipated need for linens?	• Determine estimated shelter population and estimated length of stay. • Determine resources for linen supply and/or cleaning.	• See standards

90

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:

	What is the anticipated need for client laundry needs?	• Determine resources for laundry services.
		  o On-site laundry
		  o Pick/drop off services
		  o Transportation to laundry facilities	

	What are available resources to maintain cleanliness in the resident areas?	• Consider resident participation.	
	What are the anticipated needs for trash collection?	• Establish a schedule that is convenient for residents. • Consider resident participation.	
	What is the anticipated need for medical or bio- waste collection and disposal (e.g. syringes, etc.)?	• Identify resources to provide receptacles and collection. • Coordinate with primary medical services.	

	What are the special considerations that need to be accommodated to facilitate a dormitory environment?	• Determine a schedule, consider the following:
		  o Daytime sleepers
		  o Children
		  o Elderly
		  o Late night workers
			• **SEE JANITORIAL, SECTION 16**

Cot cleaning and disposal			
	What is the providing source of the cots?	• Assess the cleanliness and sanitation level of the cots upon arrival to the mega-shelter.	

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
	How will you adhere to the guidelines for cleanliness and sanitation?	• Consult health and human services. • Consider varying materials and different cleaning and sanitizing techniques. • Consider a procedure for cleaning and sanitizing cots for reuse for incoming residents. • Designate and train staff responsible for cot cleaning and sanitation.	
	How will cots be decommissioned?	• Inventory cots and their condition. • Determine original source of cots. • Coordinate return of cots if desired. • Coordinate disposal of cots if necessary.	
Signage			

	What are the safety signs that need to be considered for the dormitory area?	• Consider the following:
		  o Hand sanitizer
		  o Medical
		  o Prohibited items
		  o Food restrictions
		  o Emergency plans
		  o Emergency contact information
		  o Emergency exit routes	

	What are the directional and informational signs that need to be considered for the dormitory area?	• Consider the following:
		  o Map of floor plan
		  o Augmented exit signage	

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
		- Meetings times - Restroom locations - Diaper changing areas - Entertainment and recreation - Rules and routines - Designate aisle ways (e.g. mark on floors) - Emergency contact information	
	What languages do signs need to be translated into?	• Identify translators who can compose text prior to and during sheltering.	- NGOs and faith-based organizations may provide this service. - Local colleges and universities - Local cultural organizations
	What accessible formats will be provided other than printed format?	- Identify formats that are commonly needed (e.g. large print, Braille). Do not rely entirely on printed formats. Verbal notification and direction should be built into procedures. - Use pictograms whenever possible.	
Staffing plan & schedule			
	What community resources/organizations could provide functional needs support services?	- Consider the following resources: - Local public health and government agencies. - Culturally diverse, faith-based,	• Identify appropriate agencies

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
		disability, elderly, and children-focused NGOs may provide staffing support. • Ensure that appropriate training is provided to community organizations that augment traditional sheltering.	
	What is the plan to incorporate spontaneous volunteers?	• Coordinate with donations and volunteer management personnel.	• **SEE DONATIONS AND VOLUNTEER MANAGEMENT, SECTION 20**

	What is the plan to incorporate shelter residents?	• Develop plan to recruit and manage shelter residents to assist with unskilled tasks under direct supervision.
		
		 • Ensure that there is an initial screening process to evaluate residents' skills and abilities to map them to suitable tasks.
		
		 • Ensure that there is an organized system to track and schedule resident volunteers.
		
		 • Ensure that there is a system for briefing volunteers verifying that they have an understanding of essential information before beginning any assigned work. Consider the following:
		
		    o Understanding of the emergency & its effects
		
		    o Understanding of their responsibilities	

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
		o Shelter guidelines & procedures o Required documentation o Chain of command/follow directions of supervisor • Ensure that there are systems in place when shelter residents are volunteering to: o Support volunteer residents o Review performance o Debrief o Long-term follow-up	
	What is the plan to address short notice staff shortfalls and no-shows?	• Develop a plan for no-shows and create call down list of potential back up and scale up staff.	
	What is the plan for 24x7 staffing coverage?	• Implement shift schedule to ensure proper coverage at all times.	
Security			
	What are the restricted and/or sensitive areas that need to be actively monitored due to the population breakdown or service(s) being provided?	• Plan security zones and enforcement of areas of separation (e.g. family areas, singles, high risk residents).	
	What is the area around the shelter like (e.g. lighting, proximity to other high traffic areas)?	• Have law enforcement conduct a facility security assessment. • Coordinate with facility management.	
	What is the plan for screening to qualify access into the dormitory area?	• Develop a plan for screening. • Coordinate with security.	

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
		• Coordinate and work with local law enforcement.	
Reporting			

	What are expectations for the data collection and reporting?	• Consider the following:
		   o NSS midnight bed count
		   o Household pets/service animals
		   o Disabilities
		   o Individuals requiring assistance
		   o Feeding numbers
		   o FEMA registration active
		   o Children: birth–35 months, ages 3–7, ages 8–12, ages 13–18
		• Ensure that proper reporting of the following is maintained:
		   o Illnesses
		   o Lost and found
		   o Separated children (lost within the shelter)
		   o Repairs
		   o Incident reporting
		• Establish an appropriate reporting timeline.
			• National Shelter System
			• FEMA

	Does local emergency management have a report requirement beyond those	• Contact the EOC. • Identify reporting elements that differ	

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
	described above?	from above.	
	How and to whom will data be shared?	• Develop a reporting mechanism between all entities via the ICS. • Ensure that data is accurately entered in a timely manner into the system of record (e.g. NSS). • Identify any restrictions or limitations around data sharing and ensure confidential information is stored and shared appropriately.	
Coordination of children's needs			

	What areas are set aside for children?	• Consider the following:
		  o Family areas for sleeping
		  o Family play area
		  o Temporary respite care
		  o Special needs and considerations
		
		• Ensure that areas are age appropriate and safe for all ages.	

	How will safe and comfortable sleeping environments be ensured for children and residents?	• Consider the following:
		  o Folding, portable cribs or playpens for young infants
		  o Covering electrical outlets
		  o Monitoring of young mobile children
		  o Proximity of restrooms to dormitory area
			• **SEE CHILDREN'S AREAS, SECTION 10**

Section 6: Dormitory Management	Considerations:	Supporting Tasks:	Resources:
		o Lighting	
	What is the procedure for unaccompanied minors?	• Determine legal responsibility. • Identify who in social services or government should assume responsibility for unaccompanied minors.	• **SEE FAMILY REUNIFICATION, SECTION 15**

98

Section 7: Food Service	Considerations:	Supporting Tasks:	Resources:
Definition: the process of procurement, preparation, and provision of meals and snacks appropriate for demographics of all shelter residents			
General			
	Who will be responsible for the coordination and provision of food service?	• Coordinate with the EOC to determine POC(s). • Determine if there are any existing contracts or guaranteed pricing. • Determine capabilities of any contracted food vendors. • Determine capabilities of volunteer organizations to offset meal service needs.	

	What is the estimated population to be served?	• Consult with the EOC for projected resident population and demographics.
		• Determine if food service will be made available to non-residents.
		• Determine any special dietary needs. Consider the following:
		   o Vegetarian
		   o Vegan
		   o Medical needs (e.g. low salt, low sugar)
		   o Cultural or religious preferences
		   o Infants
		   o Children
		
		• Determine if service animals are	

Section 7: Food Service	Considerations:	Supporting Tasks:	Resources:
		present and provide appropriate diet.	

	What will the method for feeding be?	• Determine the on-site production capacity, resources, and contracts.
		
		• Determine the method for food production (e.g. on-site kitchen facility, field kitchen, outside catering).
		
		• Consider the footprint and logistical requirements of preparation areas and mobile kitchens.
		
		• Determine the source of meals and snacks. Consider the following:
		   ○ Existing venue resources
		   ○ Local food service providers
		   ○ Local restaurants
		   ○ NGOs
		   ○ National providers
		   ○ Catering companies
		   ○ USDA
		
		• Determine food service supplies (e.g. plates, utensils, chafing dishes, condiments).	

	What should the serving schedule be?	• Determine what constitutes a meal.
		
		• Determine the meal service schedule, considering the following:
		   ○ Breakfast
		   ○ Lunch
		   ○ Dinner	

Section 7: Food Service	Considerations:	Supporting Tasks:	Resources:
		o Snacks	
		o Continuous service	
		• Consider the residents' unique schedules (e.g. client shift schedules).	
		• Determine the capacity for service and stagger the schedule for access as needed.	
		• Consider staff schedule.	
		• Determine meal times, and ensure that they are communicated to residents and staff.	
		• Determine a menu cycle.	
Safe food handling & sanitation			• **SEE APPENDIX D, MEGA-SHELTER PRACTICES AND INDICATORS**
	What State and county codes need to be observed?	• Ensure that needed certifications are completed.	• State/local public health, food safety agency
		• Coordinate with public health through the EOC.	
		• Ensure that systems are in place to maintain proper food temperatures from receipt of delivery to service.	
	What resources are available to ensure that all cooking and food preparation service items are properly cleaned and sanitized?	• Ensure that pot/dish/baby bottle washing areas have the capacity to provide water at the required temperature or that alternative adequate resources are in place.	• ServSafe® • ARC Feeding Guidance • HHS/CDC

Section 7: Food Service	Considerations:	Supporting Tasks:	Resources:
		• Develop and ensure that adequate procedures are in place.	
	What educational aides are needed if not present?	• Ensure that proper hand-washing signage, hair covering reminders, etc. are posted.	• Local public health, food safety agency • National Restaurant Association • USDA FSIS
	What procedures are in place to ensure that food is kept at required temperatures from receipt throughout preparation and service?	• Adopt established procedures for safe food handling. • Ensure that proper equipment is available to hold food at required temperatures.	• ServSafe® • ARC Feeding Guidance • HHS/CDC
	Will capabilities for refrigeration and dry food storage be adequate?	• Compare current capabilities to projected needs. • Determine if external resources and providers will be needed.	
Food preparation			

	What food preparation mechanisms are needed?	• Identify utility resources. Consider the following:
		  o Gas
		  o Electricity
		  o Water
			• ARC Feeding Guidance

	What considerations are needed for the serving of food?	• Identify space and layout. • Organize the layout. • Minimize health concerns (e.g. sneeze guards, gloves, utensil holders).	• ARC Feeding Guidance

Section 7: Food Service	Considerations:	Supporting Tasks:	Resources:
		• Staff training	
	What cleaning mechanisms are needed?	• Ensure proper cleaning of all food preparation supplies and equipment. • Ensure cleaning equipment storage abides with local public health code.	• Local public health, food safety agency
	What training will be needed for staff?	• Coordinate with appropriate volunteer agencies or vendors. • Schedule needed trainings.	• Local public health, food safety agency • American Red Cross Safe Food Handling Training • Food vendors
Supply chain			
	Who will be responsible for procurement?	• Coordinate with the EOC. • Clearly delineate roles of venue, Red Cross, local government, and FEMA.	
	What elements of forecasting need to be addressed?	• Coordinate with the EOC. • Communicate with other shelters in the area to identify trends.	
Donated food			
	What guidelines need to be observed for prepared food?	• Ensure that food comes directly from donor/vendor (no middle man). • Check temperatures on receipt for safety and serve or store immediately.	• Local public health, food safety agency
	What procedures will be in place for the procurement and preparation of raw foods?	• Determine if raw (i.e. meat, dairy and egg products) will be accepted at the facility. • Determine if the facility has the	• Local public health, food safety agency

Section 7: Food Service	Considerations:	Supporting Tasks:	Resources:
		amenities needed to properly store and prepare raw food.	
		• Check temperatures on receipt for safety, and serve or store immediately.	
		• Check temperatures on receipt, and inspect for signs of spoilage.	
		• Cook food to proper internal temperatures to ensure safety.	
		• Maintain any necessary documentation as required by law (e.g. shellfish tags).	
	What mechanism will be used for quality control?	• Check temperatures to ensure food safety.	• Local food banks
Procurement			
	What vendors are available?	• Contact contract vendors. • Identify alternate vendors. • Identify local government contracted vendors. • Contact local/State USDA distribution agent.	• Sysco • U.S. Foods • Aramark • Smart & Final • Local grocers

	What additional equipment will be needed?	• Identify needed resources, including:
		  1. Fuel
		  2. Propane
		  3. Refrigeration
		  4. Ice
		  5. Water
			• Equipment yards

Section 7: Food Service	Considerations:	Supporting Tasks:	Resources:
		• Determine material handling equipment needs including: 　1. Forklifts 　2. Pallet trucks 　3. Dollies 　4. Flatbed carts	
	If the USDA will be used, what tracking mechanisms are needed?	• Contact local/State USDA distribution agent for appropriate forms/reports.	• USDA
Garbage & food waste disposal			
	How will redistribution of excess food product occur?	• Identify agencies willing to accept prepared food within short notice.	• VOAD • Homeless provider coalitions • Food banks
	What disposal codes should be considered?	• Order wet and dry dumpsters and service daily.	• Waste management service providers
	Will recycling be incorporated into the operation?	• Separate recyclables. • Order bins/dumpsters and pick-up service.	• Waste management service providers
Reporting systems			
	What system(s) are needed to track the number of meals and snacks served?	• Determine what constitutes a meal or a snack. • Establish a process of communicating these numbers to the appropriate entities. • Identify timeframes surrounding reporting periods.	• ARC Feeding Guidance • Multi-agency feed plan template and resource documents

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:
Definition: planning and implementation of the delivery of health and mental health services at the shelter			
General			
	How will the provision of health and mental health services provided by different entities be coordinated?	• Determine the lead agency. • Coordinate with the EOC. • Determine which health and mental health entities will be approved to provide services in the shelter. • Have initial and ongoing meetings of the recognized health and mental health providers to coordinate the provision of services. • Ensure that there is a naming convention so that all types of service sites offering the same service have the same name (e.g. first aid, infirmary, medical clinic).	• State Emergency Plans with specific references for the provision of health and mental health services • Local public, medical, and mental health subject matter experts

	What health and mental health services are likely to be needed?	• Contact the EOC to learn anticipated population demographics (e.g. residents coming from nursing homes, group homes).
		 • Assess the available health and mental health resources, and collaborate to address the needed services.
		    o Human resources
		    o Physical resources
		 • Consider the following possible services:
			• Local public health department
			 • Local health & mental health clinics and hospitals
			 • State mental health outreach teams
			 • Local NGOs that provide health and behavioral health services or cover

Section 8: **Public Health, Medical & Mental Health Services**	Considerations:	Supporting Tasks:	Resources:
		o Triage o Basic first aid o Pharmaceutical services o Vision o Dental o Infirmary o Behavioral health services o Isolation area o Public health o Children's health o Prenatal health o Transport o Dialysis o Diabetic management o Sexual assault o Podiatry o Physical therapy o Paraprofessionals o Bereavement support • Arrange for access/credentialing. • If available, use external health and mental health facilities to provide some of the needed services.	the cost of treatment, transportation, pharmaceuticals, etc. • Local ambulatory medical facilities (e.g. home health agencies) • National healthcare groups (e.g. Vision Service Providers) • Medical Reserve Corps • U.S. Public Health Service- Field Medical Station • Disaster medical assistant teams (DMAT) • U.S. Public Health Service- applied public health teams • CSTE Disaster Epidemiology Subcommittee guidance • CDC Disaster Surveillance Workgroup
	What is the overall plan and space allocation for health and mental	• Coordinate with the shelter manager.	

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:

	health services?	• Consider space availability, capacity, privacy, and accessibility for the specific service areas.
		
		• Ensure that a naming convention is implemented to ensure common terminology (e.g. first aid station).
		
		• Procure and place appropriate signage.
		
		• Consider the following:
		
		   o Accessibility to restrooms at service sites
		
		   o Noise control in infirmary and medical clinics
		
		   o Access and security of physical area
		
		   o Applicable fire and safety codes	

	What are the plans to assist those in emergency situations?	• Develop a plan to address emergency situations. Consider the following:
		
		   o Ensure contact with local EMS.
		
		   o Verify status of 911 system and hospital diversion protocols
		
		   o Determine protocols for emergency commitment to psychiatric hospitals for people with acute behavioral health needs.
		
		   o Contact the local, State, and private health and mental health facilities.
		
		   o Develop medical and legal protocols for:
			• Local law enforcement and community crisis response teams, sometimes called Assertive Community Treatment (ACT) teams and the Corners Office
			
			• 211
			
			• EOC health and mental health desk
			
			• Local health, public health, and mental health agencies

108

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:
		- Sexual assault - Child abuse - Domestic violence - Ensure internal security staff are aware of procedures and protocols. - Develop a de-escalation plan. - Consider integrated teams of health, mental health, spiritual care, and security.	- Local social service agencies - Local faith-based organizations
	How will health and mental health services be delivered to staff working in the shelter?	- Designate a distinct group of health and mental health providers to work exclusively on providing services to shelter staff. - Provide orientation, including self-care	
	What is the plan for residents arriving with medication who will not have a secure place to store it?	Design a secure area with refrigeration capacity.	
	What will the process and the requirements be for accreditation and credentialing?	Determine specific accreditation, degrees and license requirements for health & mental health professionals who will provide services in the shelter (e.g. mental health providers-- psychiatrists, social workers, masters level or higher independently licensed	**SEE SECURITY & BUILDING ACCESS CONTROL, SECTION 3** - State laws - Reciprocity agreements - Emergency System for

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:
		mental health professionals)	Advance Registration of Volunteer Health Professionals (ESAR-VHP)
		• Determine the process for verifying professional credentials.	
Orientation and training			
	How will health and mental health staff be oriented and updated on the health and mental health services and protocols within the shelter?	• Develop an orientation plan and method of disseminating new and updated information to health and mental health workers.	• EOC • CDC-American Red Cross data collection protocols and procedures (in development)

	How will health and mental health training and protocols for all staff be provided (e.g. specific hygiene protocols related to public health issues, emotional self-care, & work-related stress)?	• Ensure health and mental health topics are included in orientation to all shelter staff, including but not limited to:
		  o Basic hygiene
		  o Specific protocols related to specific public health issues such as influenza
		  o Emotional self-care
		  o Work-related stress
		  o Use of the initial intake and assessment tool
			• Local public health department
			• CDC specific guidance for sheltering during public health pandemics
			• Reference the section in the overall document addressing orientation
			• *Disaster Psychological First Aid Curriculum* for non-mental health professionals
			• Staff well-versed in the use of the initial intake and assessment tool

	How will all shelter staff be trained	• Ensure that mental health professionals	• American Red Cross

Section 8: **Public Health, Medical & Mental Health Services**	<u>Considerations:</u>	<u>Supporting Tasks:</u>	<u>Resources:</u>
	in principles of disaster psychological first aid to support the increased mental health needs in the shelter?	train other staff in a disaster psychological first aid curriculum to address: o Emotional needs of residents with normal reactions to disaster stress o Referral protocols for residents for more serious reactions to the disaster o Awareness of how to triage with multiple disasters exposure risk factors • Consider offering the American Red Cross *Disaster Psychological First Aid Course* to all shelter staff and making it a requirement.	*Disaster Psychological First Aid Course*
Public health	*Sanitation and health surveillance*		
	How do you maintain the public health of the shelter community?	• Signage for hand washing • Signage for "cover your cough" • Adequate hand-washing stations or hand sanitizer stations • Adequate janitorial support • Adequate allotment of space per person • Designated areas for diaper changing • Designated breast-feeding areas • Ensure sanitation standards in children's areas	• **SEE DORMITORY MANAGEMENT, SECTION 6** • **SEE JANITORIAL, SECTION 16** • **SEE CHILDREN'S AREAS, SECTION 10** • See CDC Emergency Preparedness website for surveillance tools

Section 8: **Public Health, Medical & Mental Health Services**	Considerations:	Supporting Tasks:	Resources:
		• Ensure sanitation for feeding needs • Maintain morbidity surveillance (if shelter open for extended period of time or large population density)	
	What are the needs for health and mental health surveillance?	• Contact the local Public Health Department for existing guidance. • Consult with the CDC/NCEH/HSB/ American Red Cross for existing surveillance guidance and tools. • Ensure that a data tracking system is in place. • Ensure communication with the medical clinic system. • Identify and employ tools to be used for health and behavioral health surveillance. • Determine the responsible entity to process, collect, and disseminate data.	• CDC Disaster Surveillance Workgroup Morbidity Forms (http://www.emergency.cdc.gov/disasters/surveillance/) • American Red Cross form (ARC 2077c) State-developed: • NC (http://www.epi.state.nc.us/epi/phpr/disaster.html) • TX (http://www.dshs.state.tx.us/comprep/surveillance/default.shtm)

	What should be monitored?	• Provide regular monitoring for:
		  o Food safety
		  o Adequate restroom facilities
		  o Adequate solid waste collection and disposal
		  o Adequate pest management
		  o Safe drinking water
			• Identify an evidence-based disaster risk factor exposure tool to triage shelter residents for mental health.
			• CDC Disaster Surveillance Workgroup morbidity surveillance tools

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:
		o Adequate noise control o Air quality o Minimal environmental stress on shelter residents and shelter staff o Ongoing clients treated for acute illnesses, injuries, mental health, OB/GYN, and routine care at shelter clinic(s). Report information every 24 hrs.	• American Red Cross morbidity surveillance recommendations • CSTE Disaster Epidemiology Subcommittee guidance (to be developed)
Triage	*Sorting of incoming clients based on their physical and mental health conditions and needs*		
	What are the criteria for determining the appropriate level of care, location of care, and services needed (e.g. communicable diseases, diagnosis, activities of daily living (ADL)/ mobility, behavioral health assessment)?	• Have medical and behavioral health personnel at registration desk. • Provide volunteers to walk through the line to find people who need additional assistance. • Keep wheelchairs and walkers at registration and triage area.	• HHS and American Red Cross *Initial Intake and Assessment Tool* • **SEE DORMITORY MANAGEMENT, SECTION 6**
	How is dormitory layout complimentary to medical/mental health (MH) triage?	• Cultural and family groups may need to stay together independent of medical and mental health status.	
	What are the plans for those who need expedited intake?	• Design an alternate intake method for individuals who are unable to wait in long lines. • Coordinate with shelter manager. • Consider staging ambulance on-site for immediate transport needs.	
	After the initial triage, how will	• Determine assessment, screening and	• HHS and American Red

Section 8: **Public Health, Medical & Mental Health Services**	Considerations:	Supporting Tasks:	Resources:

	individuals be assessed during the shelter registration process?	referral process. Consider the following:
		
		o Signs and symptoms specific to diseases of concern
		
		o Disaster exposure factors in shelter residents that are predictive for later mental health diagnosis
		
		o Individuals with multiple exposure risk factors
		
		o Individuals exhibiting signs of:
		
		   ▪ Sexual assault
		
		   ▪ Child abuse
		
		   ▪ Domestic violence
		
		   ▪ Personal loss
			Cross *Initial Intake and Assessment Tool*

First aid	*The provision of health assessments, treatment, and/or referral for minor disaster-related illnesses and injuries by qualified licensed professionals.*		
	How many health care stations are needed?	• Size of shelter, logistics of dormitory • Must have a registration log system	
	Will aid stations and medical clinic stations provide the same services?	• Size of shelter, logistics of dormitory • Determine the scope of needs	
	Will the aid stations be integrated (health and mental health services provided at the same location)?	• Use of integrated forms that include health and mental health information and use of a single patient record/chart for health and mental health documentation	
	How will clients be prevented from	• Charting system; assign aid stations by	• Messaging about self-

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:
	over medicating by going from station to station?	dorm "neighborhood" (e.g. male aid station/female and children aid station)	care, health maintenance, and hand washing
Infirmary	*An intermediate health care delivery site for patient rest, monitoring, and recovery; typically for those referred from the medical clinic or just arriving from a hospital stay*		
	Is the community's health care delivery system capable of meeting the needs of the community population?	• Determine the community's health and mental health resources. • Coordinate with the local health department.	
	What level of care can be safely provided in a non-hospital setting?	• Determine services that will be provided (note: these will be unique and will differ based upon the resources of the community). • Access available human resources.	
	What resources will be necessary at the infirmary?	• Consider the following: o Medical cots (head elevates, side rails, and bariatric) o Folding, portable cribs, or playpens o High chairs o Hand washing o Sharps disposal containers o Medical waste disposal containers o Select medical supplies	
	What will the feeding needs be in the infirmary?	• Coordinate with the food service provider. • Ensure the appropriate staff.	

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:
Medical clinic	*A healthcare delivery site for care that is beyond the scope of the first aid stations*		

	Where should the medical clinic be placed?	• Consider the following:
		
		  o Imbed it into or next to a first aid station for better efficiency.
		
		  o Near the infirmary
		
		  o Ambulance accessibility
		
		  o Wheelchair accessible
		
		  o Privacy
		
		  o Accessible for non-shelter clients if local health delivery system is not available
		
		  o Transportation system between first aid stations/clinic and infirmary
		
		  o Transporters
		
		  o Ability to secure medications	

	What will the communication plan be between the health and mental health service sites along with public health?	• Ensure that telecommunications are available between all sites. • Develop a charting and medical records system that ensures that all of the sites, both health and mental health, are linked to prevent the duplication of services and that there is one common shared patient record per resident.. • Identify staff to dispense medication. • Ensure that there is a system to track/chart medical procedures and	

116

Section 8: **Public Health, Medical & Mental Health Services**	Considerations:	Supporting Tasks:	Resources:
		medications dispensed. • Develop a morbidity surveillance reporting plan to local public health authorities.	
	What services will be provided?	• Determine services that will be provided (e.g. pediatrics, ob/gyn, adult medical, diabetic services, lab, vaccination) • Assess resources and capacity.	
Pharmacy			
	How will over the counter products be disbursed?	• Determine procedures for disbursement. • Identify the responsible entity. • Individualized monitoring equipment and supplies (e.g. blood sugar)	
	What over the counter products may be needed?	• Forecast product inventory and consumption. • Consider the following: • Demographics (e.g. children, elderly) • Time of year and weather conditions • Storage and temperature requirements	
	What is the plan for prescription medication services in the shelter?	• System for acquiring medications left behind or which have run out • Physician on hand to write Rx • Pharmacist on hand to manage on site	• FEMA and HHS, Emergency Prescription Assistance Program (EPAP)

Section 8: **Public Health, Medical & Mental Health Services**	Considerations:	Supporting Tasks:	Resources:
		pharmacy • Use health clinic surveillance data to determine ongoing needs (use) of medications and blood sugar strips and blood pressure checks.	• Refrigeration may be needed.

	What will the policies be surrounding self-care medication management?	• Consider the following:
		  o System for locking personal meds
		  o Refrigeration of some medications may be necessary
		  o Access to personal medication by appropriate clients only (e.g. away from children)
			• Pre-position a locking cabinet.

Isolation area			

	What policies and procedures will be placed in the isolation area?	• Adequate supplies and hand washing
		• Consider the following:
		  o Visitation procedures
		  o Precautions to follow (disease specific)
		  o Personal protective equipment (PPE) for residents, visitors, and staff
		  o Cleaning and disinfection
		  o Privacy & confidentiality
		  o Diseases transmitted via air circulation
			• Local public health department
			• HHS, CDC Infection Control Guidance

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:
	Where will the isolation area be located?	• Coordinate with the shelter floor plan. • Coordinate with public health.	
	How will the families of those isolated be accommodated?	• Families should be screened for infections. • Instruct them on appropriate protection for themselves. • Consider the need for quarantine. • Consider children and their parent/guardian. • Consider adults and their caregivers.	
	How will mental health staff support the emotional needs of residents and staff?	• Mental health staff will potentially be exposed to infectious disease.	
	Where can persons with airborne spread diseases be housed?	• Consider separately ventilated sites. • Coordinate with the public health department.	
Local hospital coordination			
	Where are the operating local hospital(s) located?	• Coordinate with the EOC.	
	What is the level of care at the local hospital (e.g. do they take OB? Psych?)?	• Coordinate with local hospitals and the EOC.	
Medical transport			
	Is 911 working?	• Backup plan for unavailable resources.	• Routinely check the status of medical

Section 8: **Public Health, Medical & Mental Health Services**	<u>Considerations:</u>	<u>Supporting Tasks:</u>	<u>Resources:</u>
			transport availability by contacting the EOC, 911, and 211 (or the equivalent local non-emergency assistance number).
	Are para-transit vehicles available?	• Contact the local EOC. • If not, check with other local resources or agencies (e.g. school buses).	• FEMA - Medical transportation assistance may be available.
	Are ambulances available?	• Contact the local EOC. • If not, check with other local resources or agencies.	• FEMA - Medical transportation assistance may be available.
	Are hospitals on divert status?	• Contact the local EOC.	
Durable and disposable medical equipment and supplies			
	What durable medical equipment may be needed?	• Consider the following: o Wheelchairs o Slider boards o Walkers o Canes o Medical cots o Cots for bariatric clients o Oxygen	• FEMA - Durable medical equipment assistance may be available. • HHS, CDC Infection Control Guidance

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:
		o Nebulizer o Pulse oximeter o Monitoring equipment o Glucometers o Sharps disposal containers o Medical waste disposal supplies	
	Where will durable medical supplies be needed?	• Consider the following: o Infirmary o Medical clinic o First aid station(s) o Registration	
	What disposable medical supplies may be needed?	• Consider the following o Adult diapers o Bandages o Colostomy bags and tubes o Gloves o Masks o Needles/syringes o Insulin, glucose, and blood sugar testing supplies • Consider the appropriate disposal of these supplies.	
Mental health			

Section 8: **Public Health, Medical & Mental Health Services**	Considerations:	Supporting Tasks:	Resources:
	What provisions will be made for alcohol and substance abuse treatment?	• Maintain daily therapy for clients on methadone and other maintenance medications (see SAMHSA link). • Include information about support groups such as AA and NA that may exist in the community or can be started inside of the shelter. • Identify patients in health clinic presenting with potential alcohol/drug withdrawal issues.	• http://datm.samhsa.gov/overview.htm • State level department for substance abuse treatment for access to methadone • Local ETOH and substance abuse clinics and hospitals • Local half-way houses • AA website: http://www.aa.org/lang/en/subpage.cfm?page=1 • AA phone (212) 870-3400 • http://www.treatment.org/states/index.html
	What is the plan for family grief?	• Identify private areas, chapels, etc.	• **SEE SPIRITUAL CARE, SECTION 9**
Biohazard materials			
	What is the need for sharps containers?	• Determine what the need is for the disposal of sharps (e.g. needles, diabetic lancets). • Contact the public health department.	
	What is the plan for the disposal of medical waste (biohazard)?	• Disposal of contaminated items • Determine vehicles for medical waste removal.	

Section 8: **Public Health, Medical & Mental Health Services**	Considerations:	Supporting Tasks:	Resources:
		• Clarify the definition of medical waste to adequately manage complications of disposal.	
Communica-tion			

	What is the plan for health education and mental health messaging for all shelter residents?	• Coordinate with the resident messaging center on health education. Consider the following:
		
		  o Hand washing
		
		  o Reporting illness
		
		  o "Cover your cough"
		
		  o General hygiene
		
		  o Personal health maintenance (e.g. eating well, getting enough rest, staying hydrated)
		
		  o Emotional health in shelters
		
		  o Personal safety
		
		  o Interpersonal violence
		
		  o Health and behavioral health services available
		
		• Ensure communication is available to all (e.g. hearing impaired, non-English speakers)
		
		• Designate translators and language support personnel to health and mental health services as needed.
			• **SEE RECOVERY INFORMATION & RESIDENT MESSAGING, SECTION 14**
			• American Red Cross document on emotional health in shelters

	What is the plan for communicating	• Coordinate a feasible communications	

Section 8: Public Health, Medical & Mental Health Services	Considerations:	Supporting Tasks:	Resources:
	the hours of operation and access requirements?	plan. Consider the following: o Metering for a planned and controlled access (e.g. A-N, O-Z) o Access for non-residents o Medical emergency protocols • Procure and place appropriate signage.	
	What is the plan for coordination between all agencies providing public health, health, mental health, and spiritual care services in the shelter?	• Coordinate a messaging center between the entities providing service. • Establish placement of medical and mental health services within the Incident Command Structure. • Ensure that record-keeping protocols and client information sharing are upheld. • Identify dedicated staff for internal coordination. • Ensure that shelter clinic surveillance data are reported daily to ensure targeting messaging.	• See comments under "General," page 104.
	What is the plan for communication with external agencies providing public health, health, mental health and spiritual care services?	• Contact the EOC and public health. • Provide routine updates on the status and capacity of services at shelter. • Set up a schedule to routinely verify the capabilities of external agencies.	

Section 9: Spiritual Care	Considerations:	Supporting Tasks:	Resources:
Responds to the poignant need for spiritual meaning and comfort by providing accompaniment, appropriate ritual, and prayer, both individual and communal			
General	*Spiritual care may provide a valuable resource for shelter residents and staff coping with disaster.*		
	Who will be responsible for providing the spiritual care needs within the mega-shelter?	• Coordinate with the EOC.	
	Do the demographics of the anticipated population indicate special cultural and/or religious considerations such as segregating specific populations?	• Contact a local interfaith alliance for cultural and religious practices in the community. • Coordinate with shelter staff to set up distinct areas.	• Temporary partitions (e.g. pipe & drape)
	How can we establish and maintain a neutral environment?	• Collaborate with health, mental health, and spiritual care services and security to provide a safe environment of respect and tolerance. • Provide reassurance to residents.	
Access for spiritual care providers			
	What access will be granted to spiritual care providers?	• Consult with local faith community to determine what spiritual care providers reflect the needs of the community. • Establish criteria for admittance. • Create a process and procedures for issuing faith group invitations, screening, and scheduling of providers. • Determine to what areas of shelter access will be provided.	• Local faith community

Section 9: Spiritual Care	Considerations:	Supporting Tasks:	Resources:
		• Coordinate access with security and entry personnel	
	What will the credentialing process be?	• Determine what credentials already exist, what will be accepted, what will be created, and how they be authenticated.	
Coordination			
	Are there pre-existing resources in the community that can be utilized by shelter residents?	• Contact local faith groups to make referrals. • Serve as a liaison to the larger faith community that may be less impacted by the disaster. • Identify people in the community to lead the rituals and services.	
	Is there space that may be designated for a quite area for residents and family to meditate and get access to spiritual care materials and resources?	• Designate spaces. • Coordinate with shelter staff. • Inform residents.	
	What community education may be necessary regarding appropriate practices and support?	• Educate residents and the community at large and create awareness about cultural and religious sensitivity and practices (e.g. explain traditions and rituals).	
Community rituals			
	What rituals or services will be needed to support the resident population?	• Ensure that rituals are available for specific faith groups. o Memorial services	

Section 9: Spiritual Care	Considerations:	Supporting Tasks:	Resources:

		o Site visits
		
		    o Worship services/Mass
		
		    o Access to sacraments
		
		• Contact faith groups to make arrangements for services and rituals.
		
		• Determine what rituals or services will be accommodated within the shelter.
		
		• Allocate and set up space and physical requirements to accommodate services and rituals in designated areas of the facility.
		
		• Determine materials needed within the shelter to accommodate the rituals and services being provided. Consider the following:
		
		    o Table and chairs
		
		    o Liturgical items (e.g. candles, prayer books, etc.)
		
		• If necessary, determine if there are resources for the provision of these services in close proximity to the shelter.
		
		• Arrange for transportation to off-site services, if necessary.	

Bereavement			
	Are there mass fatalities in the community?	• Coordinate with mental health and health and spiritual care services for condolence visits and additional	

127

Section 9: Spiritual Care	Considerations:	Supporting Tasks:	Resources:
		support services for residents and shelter staff.	
		• Coordinate with family reunification personnel.	
		• Coordinate rituals for memorial commemorations and funerals.	
		• Arrange for transportation, as necessary.	

Section 10: **Children's Areas**	Considerations:	Supporting Tasks:	Resources:
Definition: to provide a physically safe and emotionally supportive environment that addresses children's unique needs in mega-shelters			
General			

	What are the needs for defined children's areas?	• Determine the child population by the following age groups:
		  o Birth to 35 months
		  o 3 to 7 years
		  o 8 to 12 years
		  o 13 to 18 years
		• Determine the needs for the following services and resources:
		  o Child recreation (indoor and outdoor green areas)
		  o Temporary respite care--providing supervised areas for purposes such as recreation
		  o Family friendly area
		  o Breast-feeding area
		  o Bottle-washing area
		  o Diaper changing
		• Ensure that all children's areas are safe, secure, sanitary, and well lit.
		• Ensure all children's areas are free from significant physical hazards and/or architectural barriers and remain fully accessible to all children.
		• Ensure that spaces set aside for family interaction are free from outside news
			• **SEE ENTERTAINMENT & RECREATION, SECTION 12**
			• *Caring for Our Children: National Health and Safety Performance Standards: Guidelines for Out-of-Home Child Care, 2nd Edition*
			http://nrc.uchsc.edu/CFOC/index.html
			• *Women and Infants Service Package (WISP)*
			http://www.whiteribbonalliance.org/Resources/Documents/WISP.Final.07.27.07.pdf
			• *State Emergency Planning and Preparedness Recommendations for Maternal and Child Health Populations*
			http://www.amchp.org/PUBLICATIONS/EMERGENCYPREPAREDNESS/Pages/StateEmergencyPlanningandPreparednessReco

Section 10: Children's Areas	Considerations:	Supporting Tasks:	Resources:
		sources.	mmendationsforMaternala ndChildHealthPopulations .aspx

	What are children's feeding needs?	• Ensure meals and snacks are age appropriate and nutritionally balanced. Consider the following:
		  o Formula
		  o Baby food
		  o Solid food
		  o Toddler food
		• Determine any special dietary requirements (e.g. lactose intolerance, allergies, celiac disease).	

Arranging program access			
	What will be the plan be when normal programming is not available? (Normal programming is optimal.)	• Determine what normal programming is available (e.g. schools, child care, after-school activities, camps). • Identify external resources that can provide alternative emergency programming at local facilities. • Arrange for access within and outside of shelter facility. • Supplement programming by programs offered within the shelter as resources allow.	• State child care licensing agency resource and referral lists http://nccic.acf.hhs.gov/state data/dirs/index.cfm
	How will access to normal programming	• Approach and determine access points	

Section 10: Children's Areas	Considerations:	Supporting Tasks:	Resources:
	be provided?	to normal programming (e.g. school boards, county parks and recreation programs, child care). • Determine the transportation needs for accessing services.	
	What are the needs to provide access to traditional child care for children of all ages?	• Determine the needs of parents and guardians who need to leave the shelter in order to facilitate their recovery (e.g. working parents, registering for services, locating permanent housing). • Identify organizations and providers in the community that comply with State laws and regulations that can provide child care services (use the links to State licensing agency contacts through NACCRRA). • Coordinate with State and local offices that provide child care financial assistance to families (for example, State agencies administering the Federal Child Care and Development Fund program). • Identify and coordinate with Head Start and Early Head Start facilities that may have excess capacity to care for children. • Identify and coordinate with State pre-kindergarten programs and locations which may have excess capacity for	• The National Association of Child Care Resources and Referral Agencies (NACCRRA)

Section 10: Children's Areas	Considerations:	Supporting Tasks:	Resources:
		preschool-aged children.	
		• Coordinate with local child care resource and referral agencies (CCR&R) to identify child care providers (http://www.naccrra.org/).	
		• Coordinate transportation, if needed.	
Temporary respite care	*A secure, supervised, and supportive play experience, which provides temporary relief for children, parents, guardians, and caregivers. Parents, guardians, and caregivers are required to stay on-site in the shelter.*		
	What needs to be considered when identifying the location for a temporary respite care area?	• Identify a space that has enclosures or dividers to protect children and ensure that children are supervised in a secure environment. • Identify a space that is close in proximity to restrooms and a drinking water source and that has hand washing and/or hand sanitizer stations available.	• **SEE APPENDIX D, MEGA-SHELTER PRACTICES AND INDICATORS**
	How will you recruit qualified and credentialed temporary respite care providers?	• Determine requirements for providers (e.g. background checks, training, age). • Engage providers from the community that are licensed or registered with the State licensing agency. • Work with child care resource and referral agencies and State licensing agencies to pre-identify child care providers who have been licensed by the State and undergone criminal	• Church of the Brethren (Children's Disaster Services) • Southern Baptist Disaster Relief

Section 10: Children's Areas	Considerations:	Supporting Tasks:	Resources:
		background checks that may be willing to supervise respite care in a shelter. • Establish and activate agreements with providers. • Ensure all providers receive training and orientation and visibly display proper credentials above the waist at all times when in the children's respite area.	

	What toys and materials are desired for a temporary respite care area?	• Ensure sufficient toys and materials are safe and age appropriate to meet the population's needs. Consider the following:
		  o Age appropriate
		  o Free of hazards
		  o Consumer safety standards
		  o Multifunctional
		  o Easily cleanable
		  o Cleaned and sanitized regularly
			• Save the Children

	What unique procedures need to be developed, communicated, and upheld for the children's temporary respite care area?	• Establish and implement procedures to ensure the following:
		  o When children are present, at least two adults are present at all times.
		  o No child is left with one adult who is not their parent, guardian, or caregiver.
		  o Children sign in and out of the temporary respite care area.	

Section 10: Children's Areas	Considerations:	Supporting Tasks:	Resources:
		o Children are only released to the parent(s), guardian(s), caregiver(s) or designee(s) listed on the registration form.	
		o The following documentation is provided, maintained, and made available to caregivers at all times:	
		▪ Attendance records	
		▪ Registration forms	
		▪ Allergy information	
		▪ Functional needs support	
		▪ Injury and/or incident forms	
		o An evacuation plan is posted and communicated to the parent(s), guardian(s), and caregiver(s) when registering the child.	
		o The child to staff ratio is appropriate to the space and to the ages and needs of the children.	
		o All local, State, and Federal laws, regulations, and codes that relate to temporary respite care for children are followed.	
		o Location, hours of operation, and other information about the temporary respite care is provided and easy for parents, guardians, and care givers to understand.	
Health and hygiene			

134

Section 10: **Children's Areas**	Considerations:	Supporting Tasks:	Resources:
	What are the toileting needs?	• Ensure child accessible toilets, urinals, and hand washing stations. • Ensure diapers and changing supplies are available for appropriate age groups. • Allocate areas for baby changing stations.	• **SEE APPENDIX D, MEGA-SHELTER PRACTICES AND INDICATORS**

	How will you ensure toileting procedures are hygienic?	• Consider the following:
		
		  o Hand washing stations available, accessible, and reinforced
		
		  o Regular cleaning
		
		  o Sanitation needs
		
		  o Proper disposal
		
		  o Proximity to family areas
			• **SEE APPENDIX D, MEGA-SHELTER PRACTICES AND INDICATORS**

	What are the bathing needs for infants and toddlers?	• Ensure appropriate supplies and areas for bathing (e.g. basins, shampoos). • Ensure basins are properly cleaned between uses.	

	What accommodations are needed for expecting or new mothers?	• Consider the following:
		
		  o Breast-feeding areas that have privacy (e.g. curtained off area, provide blankets)
		
		  o Pre/post natal care
			• **SEE SECTION 8, PUBLIC HEALTH, MEDICAL AND MENTAL HEALTH SERVICES**

Safety			
	What monitoring procedures are needed to ensure children's safety and security?	• Ensure children's temporary respite care area has a registration process in addition to sign in and sign out	• *Keeping Children Safe - A Policy Agency for Day Care in Emergencies*

135

Section 10: Children's Areas	Considerations:	Supporting Tasks:	Resources:

		procedures for release to pre-designed individuals.
		
		 • Create a notification process to communicate the following expectations of parents, guardians, and caregivers:
		
		   o Must accompany their children when the children use the bathroom
		
		   o Are expected to be the primary resource for their children whose ages are 18 years old and younger
			• http://www.naccrra.org/disaster/docs/Disaster_Report.pdf

	What needs to be done to ensure the dormitory and temporary respite care areas are suitable and safe for children?	• Consider environmental factors of the dormitory area such as the following:
		
		   o Climate control
		
		   o Noise control
		
		   o Well-lit sleeping areas for smaller children
		
		 • Consider safety issues of the temporary respite care area such as:
		
		   o Monitoring child well-being (e.g. dehydration, climate control)
		
		   o Possible structural hazards
		
		   o Appropriate interaction between children	

Section 11: Emergency Household Pet Sheltering	Considerations:	Supporting Tasks:	Resources:
Definition: the management and operations of a temporary animal shelter housing pets of disaster survivors utilizing mega-shelter services			
General			
	Who is the responsible entity for household pet shelter operations and coordination with the mega-shelter?	• Coordinate with the EOC to determine the responsible parties. • Determine who is the mega-shelter point of contact to coordinate with the household pet shelter.	• Local animal services
	How will the household pet shelter needs and estimated population be determined?	• Coordinate with the appropriate EOC, beginning with the local agency.	
	Given the available space, where should the household pet shelter be located, and what is the household pet shelter capacity?	• Consider the proximity of the household pet shelter to the main mega-shelter and accessibility for shelter residents. If possible, walking distance between the household pet shelter and the main mega-shelter is preferred. • Develop a household pet-sheltering plan based on the square footage provided. • Consider what is necessary in the shelter design. 　o Dogs, cats, and exotics need separation. 　o Registration area 　o Storage	

137

Section 11: Emergency Household Pet Sheltering	Considerations:	Supporting Tasks:	Resources:
		o General human facilities o General utilities o Household pet owner waiting areas o Climate control/HVAC o Ventilation--separate from shelter resident areas • Consider food, toys, equipment, and storage space. • Determine the distance between owner and animal registration. Consider the following: o Drop-off welcoming area at owner registration o Transportation to household pet shelter for pets o Transportation to household pet shelter for ADA residents	
	Whose animals will be sheltered in the household pet shelter?	• Consider the needs and capacity to accommodate household pets: o That belong to shelter residents o That belong to residents of other shelters o Other owner-identified household pets o Rescued household pets • Determine the capacity, equipment, and	

Section 11: Emergency Household Pet Sheltering	Considerations:	Supporting Tasks:	Resources:
		resources available.	

	What type of animals will be accepted in the household pet shelter?	• Consider the size and placement of various household pets:
		  o Dogs
		  o Cats
		  o Rabbits
		  o Small exotics
		• Consider "pocket" pets	

	How will animals and pet owners arrive at the shelter?	• Determine the population and potential methods of arrival. Consider the following:
		  o Buses
		  o Personal vehicles
		  o With pet carriers/crates	

	How are pets and pet owners identified, returned, and monitored?	• Develop identification methods showing owners and pets together. Consider:
		  o Photographing the pets with owners (digitally) and resources needed to produce photographs
		    ▪ Camera
		    ▪ Computer
		    ▪ Electricity
		    ▪ Office supplies
		• Wristbands/tagging system	

Section 11: Emergency Household Pet Sheltering	Considerations:	Supporting Tasks:	Resources:

	How will animals' exercise and sanitary accommodations be met?	• Consider the following:
		  o Locations of reasonable exercise areas (e.g. grass)
		  o Proximity of pet shelter to exercise areas
		  o Cleaning and sanitizing
		    o Elimination of waste matter	

	How will you identify the need for additional equipment and services due to unusual and high usage?	• Consider preparing for and lining up the resources for the following:
		  o Plumbing
		  o Electrical services
		  o Janitorial services
		  o Forklift equipment
		  o Repairs
		  o Environmental equipment
		  o Trash services
		  o Biohazard waste
		  o Pest control
		• Coordinate with contractors and vendors for sales and/or leasing.
		• Consider seven day/week need.	

	What provisions must be acquired for comfort of pets and staff?	• Consider the following:
		  o HVAC
		  o Fans	

Section 11: Emergency Household Pet Sheltering	Considerations:	Supporting Tasks:	Resources:
		o Misting systems o Utilities	
Pet shelter design			

	How are the specific animal groups housed?	• Determine what equipment is utilized for the design of the shelter. Consider the following:
		   o Fences
		   o Gates
		   o Crates
		   o Carriers
			• NARSC members
			 • NASAAEP members

	What safety precautions are taken for pets in the pet shelter?	• Determine safety requirements for pets.
		 • Consider the following;
		   o Breed separation
		   o Species separation	

	What safety equipment is necessary for staff working in the pet shelter?	• Determine the appropriate personal protective equipment (PPE). Consider the following:
		   o Goggles
		   o Boots
		   o Ear plugs
		   o Gloves
		   o Catch poles
		 • Consider staffing with two or more	

Section 11: Emergency Household Pet Sheltering	Considerations:	Supporting Tasks:	Resources:
		persons in the uniquely planned shelter.	
Waste disposal			
	How is general pet waste properly disposed?	• Determine if a waste vendor is available to supply resources.	• www.epa.gov • Local and State regulations
	What is the process for disposing deceased animals?	• Determine a process that will remove the animal to the permanent sheltering facility in the city/county. • Contact the owner for identification and waste determination process.	
Veterinary services			
	Are veterinary services available?	• Determine a schedule and services available for the pets. • Consider providing basic services vs. specialized services	
	How often will the veterinarian check the animals?	• Determine a schedule of veterinary services. • Consider an initial veterinary check and daily veterinary schedule.	• USDA/APHIS • American Veterinary Medical Association • State veterinary medical associations
	What is the plan once a household pet has taken ill?	• Determine notification protocols for pet owners. • Determine quarantine procedures.	
	What are the required vaccinations and records necessary for animals to	• Determine the pet population origination.	

Section 11: Emergency Household Pet Sheltering	Considerations:	Supporting Tasks:	Resources:
	enter the pet shelter?	• Compare the vaccination requirements with the sheltering city. • Consider vaccinating all animals as they arrive.	
Resource requirements			

	What are the resources necessary to provide pet-sheltering services?	• Consider the following;
		    o Fencing panels
		    o Collapsible kennels
		    o Carrying boxes
		    o Cat condos
		    o Food and water bowls
		    o Pet food
		    o Kitty litter
		    o Pooper Scooper
		    o Tables and chairs
		    o Leashes
		    o Extension cords
		    o Trash cans and bags
		    o Lighting
		    o Floor fans
		    o Mops and janitorial supplies
		    o Office supplies
		    o Clock
			• Department of Agriculture

Section 11: Emergency Household Pet Sheltering	Considerations:	Supporting Tasks:	Resources:
		o Message boards o Digital cameras o Flashlights	
	What methods and supplies are used to sanitize and disinfect?	• Determine what resources are needed to sanitize and disinfect. • Consider what vendors and entities may support the services required.	
	Has a list been provided to the EOC and local emergency management agencies?	• Determine what resources must be outsourced and submit to the EOC in a sheltering plan.	
	What is the procurement and record-keeping process?	• Consider allocating a historian.	

CONCEPT OF OPERATIONS

Section 12: Entertainment/ Recreation	Considerations:	Supporting Tasks:	Resources:
Definition: provide a positive respite that includes physical and mental activities and adds routine to daily shelter life			
General			
	Who will be responsible for providing entertainment and recreation in the mega-shelter?	• Ensure coordination between the EOC, facility and all entities.	
	What are the demographics of your community?	• Access shelter population (e.g. languages, ages, ethnicity, cultural needs).	
	How much physical space do you have available?	• Identify potential areas within and outside of the shelter to host activities.	

	What are your available resources?	• Determine your available:
		  o Equipment (audio visual aids)
		  o Human resources
		  o Utility capabilities (e.g. power, cable, Internet)
		• Consider the following possible resources for the provision of both human and material support:
		  o NGOs (e.g. Save the Children, Church of the Brethren, Salvation Army)
		  o City Parks and Recreation Department
		  o Civic organizations (e.g. Rotary Club, Kiwanis, Checker Club)
		  o Professional sports team
		  o Local businesses	

Section 12: Entertainment/ Recreation	Considerations:	Supporting Tasks:	Resources:
		o Boys and Girls Clubs	
	Where is the best space when selecting sites for different activities?	• Identify areas where activities can be held without disturbing other shelter residents. • Identify areas that are accessible and easily secured for access and monitoring. • Ensure areas can accommodate expected client participation. • Ensure area is free of hazards (e.g. electrical, spills). • Ensure area is easily cleaned and sanitized. • Select enclosed spaces for activities that need to be closely monitored for access or whose exposure should be minimal.	
Safety			
	How will the activities be supervised?	• Establish what kind of supervision is needed and who will be providing it (e.g. parents, volunteers, NGOs).	
	What areas need to be secured for monitored access?	• Identify areas designated for specific age groups. • Ensure proper physical boundaries and barriers between activity spaces. • Create a plan for monitoring access (e.g. who has to access, who maintains	

146

Section 12: **Entertainment/** **Recreation**	Considerations:	Supporting Tasks:	Resources:
		access, protocols for child pick up).	
	How will designated areas be monitored and maintained for cleanliness?	• Coordinate with shelter management to determine who will ensure area cleanliness.	• **SEE JANITORIAL SERVICES, SECTION 16**
Scheduling			
	Who is attending what activities and when?	• Determine a schedule of activities for each individual age group.	
	Who will be facilitating the activities?	• Assign responsible facilitators.	
	Does the host city have any scheduled events that the residents may access?	• Develop an events schedule appropriate for shelter residents (e.g. age and culturally appropriate). • Develop a contact list to facilitate event access. • Organize transportation.	
	Does the host city have any entertainers that may be able to visit the shelter?	• Determine entertainers appropriate for shelter residents. • Develop a schedule for on-site entertainers. • Coordinate VIP and potential media access with shelter public information officer.	
	What systems need to be created to ensure equitable access to resources?	• Determine time limits or other restrictions regarding access to resources. • Assign appropriate staff to monitor.	
	Are there any upcoming holidays, religious observances, or celebrations to	• Determine the resources available to facilitate the celebration of specific	• NGOs

Section 12: Entertainment/ Recreation	Considerations:	Supporting Tasks:	Resources:
	be considered based on the demographics of the population?	holidays or observances.	• Faith-based organizations
Potential activities			
	What are the populations among varying age groups (birth to 35 months, 3 to 7 years, 8 to 12 years, 13 to 18 years, adults, seniors)?	• Ensure atmosphere is safe and appropriate: o Clean floor mats o Clear area of hazard items (small items) o All play items are compliant with consumer safety requirements o Safe and monitored activities o Provide space for family interaction.	• **SEE CHILDREN'S AREAS, SECTION 10**
	What are potential activities for your targeted audience?	• Assess the entertainment needs of your shelter population and determine your available resources to provide activities such as: o Music o Arts and crafts o Indoor and outdoor athletic activities o Fitness activities (aerobics, walking) o Team sports o Movies o Books o Internet access o Video games	

Section 12: Entertainment/ Recreation	Considerations:	Supporting Tasks:	Resources:
		o Entertainers (clowns, magicians, local celebrities)	
		o Board games	
		o Card games	
		o Organized games or contests (bingo, trivia)	
		o Playground	
		o Visiting therapy animals	
		o Knitting	
		o Dominoes	
		o Brainteaser	
		o Crosswords	
		• Ensure activities are age appropriate	
	Are there additional resources needed to accommodate functional needs support services?	• Determine resources needed. Consider the following:	
		o Interpreters	
		o Large print materials	
		o Materials in foreign languages	
		o Organized activities in foreign languages	
		o Signed activities	

Section 13: Information Technology	Considerations:	Supporting Tasks:	Resources:
Definition: the planning and implementation of resources necessary to support data and voice			
General			
	Who is responsible for coordinating information technology within the mega-shelter?	• Identify the POC for information technology. • Identify responsibilities of POC, consider the following: o Unify and distribute requests as appropriate.	
	Are there contractual obligations in the facility to provide IT services?	• Identify any pre-existing contracts (e.g. union agreements, contracts with exclusivity).	
	What IT services will be needed in the shelter?	• Gathering data and voice requirements from shelter entities.	

	Who will IT services be provided to?	• Consider the following groups:
		  o Clients
		  o Staff
		  o General public
		
		• Prioritize installation and support.	

	What is the plan if cellular connectivity is not available?	• Determine an alternative plan for cellular connectivity. • Coordinate with cellular company about client needs.	
	What is the plan for supplying TV and radio to clients and staff?	• Determine if there is an existing digital or cable provider. • Coordinate with existing provider for the augmentation or expansion of	

Section 13: Information Technology	Considerations:	Supporting Tasks:	Resources:
		services. • Create plan for the absence of an existing provider consider alternative source. • Determine placement, access, and security for TV and radio within the shelter.	
	What IT support do various recordkeeping software systems require?	• Determine system requirements for specific entities (e.g. Incident Tracking, Inventory, NSS, Medical, Donations, Financial, etc.).	
	How do you provision services to the facility?	• Determine existing data and voice connectivity within the facility. • Determine the capacity of the service. • Establish permission for the use of existing services. • Determine speed for installation (e.g. regular, expedite, and telecom service priority). • Determine who will assume costs.	• www.ncs.gov
Client access			
	What data and voice access will be provided to clients?	• Consider the following: o Phone (local vs. long distance) o Internet o Wireless support (cellular, Wi-Fi)	• http://pewinternet.org/
	Where will the clients gain access in the	• Determine where access stations will	• **SEE SECURITY AND**

151

Section 13: Information Technology	Considerations:	Supporting Tasks:	Resources:
	shelter?	be. Consider the following: o Phone banks o Computer labs o Hotspots o Charging stations • Coordinate with shelter floor plan • Consider access area footprint (e.g. phone bank size vs. computer bank size). • Ensure area is securable, has connectivity and appropriate power supply. • Coordinate with security personnel.	**BUILDING ACCESS CONTROL, SECTION 3**
	How will the clients gain access?	• Determine hours of operation for all access points. • Consider stand up vs. seated computer banks. • Ensure all services are accessible as per ADA standards. • Consider establishing time limits and general rules. o Consider allocating 30 minutes per resident for registration of Red Cross Safe and Well and FEMA support. • Procure and place appropriate informational and directional signage	

Section 13: Information Technology	Considerations:	Supporting Tasks:	Resources:
		(emergency communication protocols). • Qualified support personnel need to be on-site and available during times of access. o Consider the support ratio of one person for three to five public computers.	
	Who will support client access?	• Coordinate with the equipment provider to gain personnel for support. • Schedule qualified personnel from alternative sources.	
Non-resident access			
	What access will be given to non-residents?	• Consider utilizing resources for client access. • Determine parameters for non-residents to gain access. • Consider shelter and dormitory restrictions when determining access locations.	• If separate, follow the client access considerations
Staff access			

	Who will be the designated POC to communicate IT needs for each shelter entity?	• Determine a POC for each entity in the shelter that will need IT service. Consider the following:
		   o Food services
		   o Dormitory
		   o Medical	

153

Section 13: Information Technology	Considerations:	Supporting Tasks:	Resources:
		o Security	
		o Shelter registration	
		o Law enforcement	
		o Janitorial	
		o Recovery information and resident messaging	
		o Family reunification	
		o Distribution	
		o Transportation	
		o Entertainment	
		o Public information/media relations	
	Are there specific requirements for certain entities?	• Determine phone system requirements for specific entities. Consider the following:	
		o Medical and mental services	
		o Roll-over phone systems (EOC)	
		o Multi-line phone system	
		o Fax services	
		o Long distance	
	What is the plan to coordinate communication between entities?	• Determine how entities will communicate. Consider the following:	
		o Cell phones	
		o Two way radios	
		o Instant messaging	
		o Email	

Section 13: Information Technology	Considerations:	Supporting Tasks:	Resources:
		o In person o Wired phones o Public address system • Consider that satellite phones do not work indoors. • Consider staff resource requirements. • Fax machines • Copiers • Office equipment	

155

Section 14: Recovery Information and Resident Messaging	Considerations:	Supporting Tasks:	Resources:
Definition: the processes and resources required for disseminating recovery information to residents in mega-shelters			
General			
	Who will be responsible for recovery information and resident messaging?	• Coordinate with the EOC. • Establish a POC within the mega-shelter.	
	What will be the overall communication strategy for recovery information and resident messaging?	• Develop an overall communication strategy for recovery information and resident messaging. • Designate a communication POC to coordinate activities associated with resident messaging and information.	
Resident messaging			

	How will recovery information be disseminated to shelter residents including persons with functional needs support?	• Assess the population for functional needs requirements such as the following:
		  o Limited English proficiency
		  o Illiterate
		  o Sight impairment
		  o Hearing impairment
		• Establish an info/customer service center.
		• Create a message board.
		• Conduct town hall meetings.
			• Foreign language translators (NAJIT - Red Cross Partner) and sign language interpreters

Section 14: Recovery Information and Resident Messaging	Considerations:	Supporting Tasks:	Resources:
		• Establish protocols for providing announcements within the shelter in English as well and other identified languages. • Identify suitable on-call translators. • Identify resources needed for communication with groups requiring special accommodations. • Assign dedicated staff/volunteers to manage the message board—filtering information, taking informational requests, and staffing the Info/Customer Service Center. • Establish a schedule for updating information on the message board and at the Info/Customer Service Center. • Establish a schedule and structure for hosting town hall meetings, and identify a list of individuals who will facilitate the meeting. • Determine signage needs for the facility—ensuring that signage is appropriate for shelter residents with functional support needs.	
	What information should be provided to residents regarding daily shelter life?	• Identify informational needs for residents such as the following:	

Section 14: Recovery Information and Resident Messaging	Considerations:	Supporting Tasks:	Resources:
		o Shelter rules o Meal/snack times o Laundry services o Infection control procedures o Hours of operation for obtaining health/mental health services o General safety and emergency information o Evacuation protocols o Postal information	

	How will media resources be integrated into the shelter?	• Establish a reference area.
		• Provide local media access for shelter residents. Consider the following:
		   o Newspapers
		   o Radio
		   o Television
		Note: Consider appropriate non-English language newspapers, radio stations, and television channels.
		• Request delivery of newspapers to the facility.
		• Establish an Internet area.
		• Determine who will provide computers and connectivity for Internet access.
			• Computer companies
			• Staff/volunteers
			• Shelter residents

158

Section 14: Recovery Information and Resident Messaging	Considerations:	Supporting Tasks:	Resources:
	What is the existing communication equipment available in the facility?	• Obtain access to audio/visual equipment.	• Facility staff
Information technology			

	Where will IT support come from?	• Identify potential IT support providers.
		• Detail specific services to be provided by IT support
		• Consider the following possible sources of IT support:
		  o Geek Squad and other private businesses
		  o Large providers of computer/connectivity and phone service (Verizon, AT&T, Sprint)
			• Red Cross (ECRV)
			• State and local government

	How will shelter staff coordinate with IT POCs for connectivity?	• Establish and contact potential IT resources. • Establish IT POC within the shelter.	• **SEE INFORMATION TECHNOLOGY, SECTION 13**
	How will overhead announcements be made within the shelter?	• Determine frequency and times of overhead announcements, and create a schedule. • Assign staff/volunteers to make announcements.	
	What will be the frequency of updating information?	• Establish the frequency for updating and disseminating new information.	

159

Section 14: Recovery Information and Resident Messaging	Considerations:	Supporting Tasks:	Resources:
		• Ensure that information is updated to all informational resource areas within the shelter (e.g. Info/Customer Service Center, message board, handouts).	
Recovery information			
	What recovery information needs to be provided for shelter residents?	• Establish a recovery information POC to coordinate recovery information initiatives. • Provide information relating to: o Social services o Health services o Mental health services o Support services and case management o Employment o School system/education o Child care o Transportation • Provide access to www.disasterassistance.gov. • Make available the instructions for registering with FEMA. Post the phone number. • Provide access to Red Cross and other	• VOAD • Government/non-government agencies

Section 14: Recovery Information and Resident Messaging	Considerations:	Supporting Tasks:	Resources:
		agencies' recovery information.	
		• Coordinate, organize, and monitor access for agencies providing recovery services within the shelter (e.g. VOAD, faith-based organizations).	
		• Ensure that government information is 508 compliant (technology access).	
	How will recovery information be disseminated to shelter residents?	• Identify all resources where residents can obtain recovery information (e.g. message board, Info/Customer Service Center).	
		• Post a schedule of agency visits to the shelter.	
		• Coordinate with appropriate volunteers/agencies for residents needing assistance with obtaining recovery information (e.g. persons with visual and hearing impairments, illiterate, limited English proficiency).	

Section 15: Family Reunification	Considerations:	Supporting Tasks:	Resources:
Definition: the processes and resources required to reunite families separated by disaster and provide resources for individuals seeking family and friends affected by the disaster			
General			
	Who will be providing family reunification services?	• Establish a POC for family reunification services.	• Government and non-government agencies: Red Cross, Salvation Army, FEMA, 2-1-1
	How will family reunification services be provided?	• Identify an individual that will coordinate family reunification services. • Establish an input and research team. • Compile a list of all agencies providing family reunification services. • Ensure coordination between all agencies. • Establish phone kiosks for residents to call family and friends to notify them of their statuses.	
	How will shelter residents register with family reunification online services (e.g. NEFRLS and Safe and Well)?	• Make laptops and Internet access available in the shelter. • Provide information about NEFRLS, NECLC, and Safe and Well. • Provide instructional documents for using family reunification databases • Provide NEFRLS and Safe and Well registration instructions for registering using language line services. • Provide technical support for	• **SEE INFORMATION TECHNOLOGY, SECTION 13** Section 508, Compliance – http://www.section508.gov/ • FEMA NEFRLS • American Red Cross - Safe and Well • NCMEC - NECLC

Section 15: Family Reunification	Considerations:	Supporting Tasks:	Resources:
		registrations in the family reunification systems.	
		• Provide oversight to ensure that resources are used appropriately (e.g. time limits for computer use, blocked access to inappropriate websites).	
		• Post family reunification call center telephone numbers.	
		• Establish a service support center that provides information regarding reunification and support for reunification.	
		• Establish a designated area for family reunification services.	
		• Ensure Section 508 compliance.	
	Who will provide IT support?	• Identify the individual/agency/company that will provide IT support. • Coordinate with the mega-shelter IT POC to communicate family reunification systems needs.	• Local and large national companies that can provide laptops, Internet, and phone service • **SEE INFORMATION TECHNOLOGY, SECTION 13** • **SEE PRIVATE SECTOR COORDINATION, SECTION 21** • **SEE DONATIONS AND VOLUNTEER MANAGEMENT, SECTION 20**

Section 15: Family Reunification	Considerations:	Supporting Tasks:	Resources:
	Where will individuals who have been separated within the shelter reunite?	• Establish a meeting point within the shelter for reunification, and ensure the designated location is listed on message boards and an information center and that visible signage of the location is present.	• **SEE SECURITY AND BUILDING ACCESS CONTROL, SECTION 3**
	How will individuals separated from family by the disaster obtain emotional support?	• Ensure that mental health professionals are in the shelter.	
	How will individuals looking for people within the shelter be managed?	• Develop a mechanism for non-shelter residents seeking shelter residents.	
	How will unaccompanied minors be managed within the shelter?	• Understand guidance around unaccompanied minors in shelters. • Know who to call within that jurisdiction for these cases. • Coordinate with NCMEC/NECLC. • Establish protocols for care of unaccompanied minors during the period before appropriate authorities take custody of them.	• Local law enforcement • National Center for Missing and Exploited Children - NCMEC • National Emergency Child Locator Center - NECLC • Children's Protective Services

	Does the facility have a website on which to post links to the reunification websites?	• Coordinate with facility staff to ensure that reunification links get posted to the facility's website.
		• Consider links to the following:
		  o NEFRLS
		  o NECLC
		  o Safe & Well	

164

Section 16: Janitorial	Considerations:	Supporting Tasks:	Resources:
Definition: the planning and management of basic cleaning, repetitive hyper-cleaning, and sanitary maintenance of the facility and surrounding areas.			
General			

	Who will be responsible for the coordination and provision of janitorial services in the mega-shelter?	• Determine a POC for the following areas:
		  o Medical services
		  o Food service
		  o Dormitory
		  o Restroom facilities
		  o Diaper changing area
		  o Children's area
		  o Entertainment
		  o Data and voice services
		  o Facility exterior (e.g. sidewalks, handrails, parking lots)
		  o Laundry services
		• Determine a service provider.
		• Coordinate with facility resources.
		• Ensure coordination with the EOC and all entities.	

	What is the plan for staff and volunteer training?	• Determine specialized training and the supervision required. • Determine the training schedule and the staff briefing schedule. • Establish procedures to ensure staff	

Section 16: Janitorial	Considerations:	Supporting Tasks:	Resources:

		and volunteers are properly trained and aware of hyper-cleaning requirements. *Hyper-cleaning is required in a mega-shelter to prevent the spread of infectious diseases. It involves cleaning areas several times each day, even when surfaces appear to be clean and using cleaning solutions that are used to sanitize hospitals. Bathrooms, for example, are cleaned throughout the day and receive a thorough cleaning each work shift, day and night.*
		
		 • Consider training regarding the following to prevent injury and the spread of disease:
		   o Do not push trash down into bags.
		   o Do not grab trash bags as they are falling.
		   o Do not reach into spaces you cannot see.
		   o Wash and sanitize hands frequently.
		   o Disposal of bodily fluids and waste (e.g. diaper [infant and adult], vomit, blood)
		   o Disposal of sharps should be handled with extreme caution.
		   o Biohazard waste protocols
		 • Consider detailed infection control:	

Section 16: Janitorial	Considerations:	Supporting Tasks:	Resources:
		o Hand-rails o Elevators o Counters o Door knobs o Water fountains o Walls o Children's toys and games o Computers o Diaper-changing stations	

	What is the procurement process?	• Pre-establish pricing or enter into a price agreement with a vendor.
		
		• Determine the requirements for the equipment and cleaning supplies for each specific area.
		   o Coordinate with local public health and CDC.
		   o Communicate the plan and process.
		
		• Establish the procurement and recordkeeping process.
		
		• Coordinate with the dock manager.
		
		• Consider facility certifications and green purchasing guidelines.	

Waste disposal			
	What are the plans for general and hazardous waste disposal?	• Coordinate with the EOC regarding local waste management regulations	• Clean Water Act

Section 16: Janitorial	Considerations:	Supporting Tasks:	Resources:

		and capabilities.
		
		• Determine a schedule for pick up, consider 24x7 operations.
		• Determine areas for collection and sorting (e.g. recycling, biohazard).
		• Consider unique and voluminous waste streams:
		  o Large volume of diaper waste
		  o Gray water (e.g. shower and food service)
		  o Portable toilet servicing
		  o Sharps
		  o Biohazard waste
		• Consider placing appropriate warning and safety signage.
			• Clean Air Act
			• 40 CFR 261.1-38 (hazardous waste identification)
			• 40 CFR 262.1-44 (hazardous waste management → labels)
			• 49 CFR 171-177 (DOT regulations)
			• Local and State codes must be considered.

	What are the plans for recycling?	• Determine what materials are recyclable. Consider the following:
		  o Paper
		  o Aluminum
		  o Plastic
		  o Cardboard
		  o Glass
		  o Basic metals
		• Determine the method of collection, and coordinate the separation and containment of materials being recycled (single stream vs. separate containment).
		• Ensure strategic placement of properly labeled receptacles.
		• Determine capacity and a schedule for
			• Local and State codes must be considered.

Section 16: Janitorial	Considerations:	Supporting Tasks:	Resources:

		pick up.
		 • Designate areas for sorting and collection.
		 • Determine what materials will be sanitized to be reused. Consider the following:
		   ○ Cots
		   ○ Blankets
		   ○ Phones
		   ○ Clothing
		   ○ Shoes
		   ○ Books
		   ○ Stuffed animals
		   ○ Children's toys and games	

	What are the cleaning procedures for bodily fluid events (stool, vomit, blood)?	Consider the following: • Defined cleaning procedures for staff • PPE (e.g. particle mask, gloves) • Disinfectants and specialized cleaning supplies and equipment (effective against norovirus) • Storage, disposal, and transfer of bodily fluid wastes • Existing facility resources	• Local health department • Center for Disease Control www.cdc.gov

	What procedures are in place for cot cleaning and disposal?	• Coordinate with the dormitory POC to ensure proper cleaning, storage, and disposal when necessary.
		
		 • Consider the following:
		   ○ Frequency of cot cleaning
		   ○ Process for disinfection
		   ○ Space for cleaning and drying
		   ○ Equipment & supplies needed
			• **SEE DORMITORY MANAGEMENT, SECTION 6**

Section 17: Building Maintenance & Engineering	Considerations:	Supporting Tasks:	Resources:
Definition: the management and operation of a mega-shelter facility's HVAC, electrical, and plumbing systems			
General			
	Who is the responsible party that manages the systems?	• Identify a coordinating manager to serve as the main point of contact for requests and/or service. • Consider having the manager of facility operations or the building engineer remain in the established command post.	
	What is the plan to support the initiation, operation, and closure of shelter operations?	• Be prepared for phases of operations (e.g. opening, closing). • Be prepared to run systems at full capacity for longer than normal times.	

	What is the plan to adjust the preventative maintenance schedule?	• Consider the following:
		    o Additional service hours
		    o Increased capacity of operations
		    o Increased frequency of use
		 • Determine the next preventative maintenance schedule based on hourly usage.
		 • Provide a new schedule to staff to adjust for additional usage.	

	What is your plan for a 24x7 operation?	• Determine additional staff and equipment resources necessary to support operation.	

Section 17: Building Maintenance & Engineering	Considerations:	Supporting Tasks:	Resources:
		• Be aware of staff physical and emotional stress. • Develop a schedule of staff shifts including rest cycles. • Ensure that counseling is available.	
	What training should be provided to educate staff to the unique plumbing, electrical, and maintenance arrangements and duties?	• Create a map of additional service locations. • Determine the schedule of preventative maintenance on the additional locations. • Provide details to staff of the unique arrangements. • Arrange service hours to be overnight and/or on a specific schedule provided to the EOC and dormitory management.	

	What are the resources and capacities of the systems available in the designated dormitory areas?	• Consider the capacities of the following:
		  o Plumbing
		  o Electrical
		  o HVAC
		  o Restroom stalls
		  o Shower locations
		
		• Determine where additional resources should be allocated.
			• **SEE DORMITORY MANAGEMENT, SECTION 6**

Section 17: Building Maintenance & Engineering	Considerations:	Supporting Tasks:	Resources:

		• Consider the following:
		  ○ Hot water tie-in
		  ○ Plumbing capacities
		  ○ Accessibility for service (e.g. portable restrooms)
		  ○ Electrical capacity
		  ○ Electrical tie in locations	

Maintenance contracts			

	Are the current service contracts able to supply resources during shelter operations?	• Determine the full extent of maintenance contracts.
		• Consider the following:
		  ○ Current preventative maintenance plans
		  ○ Human resources
		  ○ Hours of operation
		  ○ Capacity of service
		  • Determine if additional service providers need to be sourced.	

	What supplemental contracts are available to service mechanical systems on nights and weekends?	• Determine who is available to provide emergency service for equipment during all hours. • Maintain contacts and information for those vendors and contracts.	
Staffing impact			

Section 17: Building Maintenance & Engineering	Considerations:	Supporting Tasks:	Resources:
	What is the plan to outsource labor for a long-term mega-shelter operation?	• Determine the estimated length of shelter operations. • Consider the stress and impact on staff working 24x7. • Consider outsourcing additional labor or contract services to provide resources.	
	What is the plan to provide mental health resources to staff working at the shelter?	• Consider utilizing county mental health resources.	• **SEE PUBLIC HEALTH, MEDICAL AND MENTAL HEALTH SERVICES, SECTION 8**
HVAC			
	What is the plan to monitor HVAC systems on a 24-hour basis?	• Consider that operations will be at full capacity and with unique requests.	
	What is the agreed temperature provided to the shelter?	• Determine an agreed temperature with the EOC and dormitory management prior to activation.	
	How will HVAC be provided to uncommon areas required for use?	• Consider uncommon use of space (e.g. storage rooms, restrooms, outdoor areas, offices, kitchens, restrooms, showers).	
Plumbing			
	What equipment is available to provide connections for additional showers?	• Determine the location for additional showers. • Determine what equipment is necessary to connect hot and cold	

    173

Section 17: Building Maintenance & Engineering	Considerations:	Supporting Tasks:	Resources:
		water for shower service. • Determine what additional equipment (e.g. pipes, fittings, etc.) are required.	
	What is the schedule for plumbers at the facility?	• Be prepared for phases of operations (e.g. opening vs. close). • Consider providing the schedule to dormitory management and the EOC.	
	What method will be used for shower water containment?	• Consider environmental containment resources for gray water. • Determine how the showers will be serviced by sources (e.g. trucks) emptying contained water.	• Follow Storm Water Management Plans - Clean Water Act • www.epa.gov
	What is the capacity for hot water?	• Determine how long the hot water may run (e.g. showers, make-shift kitchens) before resources must refresh. • Create a schedule of services that does not conflict with other activities. o Coordinate the shower schedule with the kitchen schedule. • Provide the information to dormitory management.	
	What training is provided to educate staff to the unique plumbing arrangements and duties?	• Create a map of additional service locations. • Determine the schedule of preventative maintenance on additional locations.	

Section 17: Building Maintenance & Engineering	Considerations:	Supporting Tasks:	Resources:
		• Provide details to staff of the unique arrangements.	
	What equipment is available to service frequent (but minor) plumbing issues?	• Determine sources for clearing minor clogs. • Consider the use of trained housekeeping personnel provided with plungers.	
Electrical			
	Which electrical staff is available to provide rapid service to uncommon areas?	• Determine what staff are on hand to set up the mega-shelter power sources. • Consider the rapid and frequent requests that will occur throughout the operations.	
	What is the capacity of electrical services in the area selected for shelter operations?	• Determine the available power for the mega-shelter area. • Consider sourcing generators, if necessary.	
General maintenance			
	How will general (non-emergency) maintenance issues be managed?	• Develop a log/communication system for reporting and tracking maintenance issues. • Keep records for potential reimbursement. • Identify the point of contact for minor repairs.	

Section 17: Building Maintenance & Engineering	Considerations:	Supporting Tasks:	Resources:
	What additional supplies and staff are needed to expedite unique wear and tear on facility?	• Determine anticipated types of high volume maintenance issues that will arise due to unique stress on the facility. Consider the following: 　o Graffiti 　o Floor covering--damage from cots • Procure supplies to have on hand. • Schedule staff.	
Back up & auxiliary systems			
	In addition to required emergency generators and/or services, what is available to supplement the systems?	• Determine what lights and the length of time the emergency generators will run in the shelter area. 　o Note: Most facility generators are for short-term lighting service. • Determine how HVAC will be managed should additional power be required. • Consider sourcing additional generators to provide power sources to medical areas. • Consider sourcing additional generators for more long-term functionality.	

Section 18: Logistical Support/ Dock Management	Considerations:	Supporting Tasks:	Resources:
Definition: comprehensive communication and management of all mega-shelter deliveries, storage, inventory, security, and access for supplies and equipment			
General			
	Who will be responsible for the management of the dock?	• Coordinate with the EOC and facility management.	
	What are the needs of the entities that will be ordering and/or storing supplies and equipment?	• Identify the types of supplies and equipment. Consider the following: o Food service (e.g. ice machines, food preparation equipment, food storage equipment) o Medical supplies o Durable medical equipment o Dormitory supplies (e.g. cots, blankets) o Donations o Bulk distribution o Office equipment o Agency and organization specific materials o Support equipment (e.g. tables, chairs) o Recreational supplies and equipment o Additional IT equipment o Temporary hygiene equipment (e.g. showers, portable toilets,	

Section 18: Logistical Support/ Dock Management	Considerations:	Supporting Tasks:	Resources:
		washers/dryers, hand-washing units) o Supplemental generators o Supplemental handling equipment o Fuel o Vehicles o Post office	
	What are the needs and resources that will determine the dock schedule?	• Create a dock schedule based on the differing needs of the stages of operation. Consider the following: o Twenty-four seven during initial standup of operation o Twenty-four seven during close down period o Staff for equipment return o Additional staff during startup and closedown periods • Collaborate with all entities to determine the scope of their deliveries.	
Incoming inventory management			
	How will incoming deliveries be communicated and coordinated?	• Identify the central point person who will coordinate deliveries. • Determine the tasks for central point person. Consider the following: o Space determination - availability	

Section 18: Logistical Support/ Dock Management	Considerations:	Supporting Tasks:	Resources:
		and capacity ○ Sequenced timing ○ Dock schedule - hours of operation ○ Determine capacity for loading and offloading ○ Scheduling of staff ○ Communicate with the EOC for authorized deliveries ○ Coordinate with security ○ Determine any traffic interruptions ○ Consider additional general trash and recycling needs • Develop a communication plan for the following: ○ How all entities expecting deliveries will inform the central delivery coordinator ○ How the receipt of deliveries will be tracked ○ How the person/department who originated the order will be notified	
	Where will incoming deliveries be accepted?	• Identify an available location within reasonable proximity to where the supplies and equipment are needed.	
	How will staging areas be secured and accessed?	• Determine temporary staging areas prior to resource use.	

179

Section 18: Logistical Support/ Dock Management	Considerations:	Supporting Tasks:	Resources:
		• Ensure areas have appropriate security and access.	
Storage & space management			
	What procedures are needed to ensure stock rotation?	• Create plan to label and rotate stock. • Identify who will coordinate stock rotation.	
	What procedures are needed to ensure the distribution of materials to the appropriate entity?	• Create a tracking plan for the identification of goods and equipment for deliveries to the appropriate entity.	

	What are your checkout and return procedures for reusable equipment?	• Identify the items that will require a checkout procedure. Consider the following:
		  o Forklifts
		  o Hand trucks
		  o Golf carts
		  o Pallet jacks
		• Create checkout/return procedures that ensures equipment is undamaged, operational, and/or fueled as necessary.
		• Organize a procedure to label and track all equipment keys.	

	What procedures are needed to ensure the proper access and control of storage areas?	• Determine the authorized person(s) from each entity. • Determine the level of security and	

Section 18: Logistical Support/ Dock Management	Considerations:	Supporting Tasks:	Resources:
		access for each storage area (e.g. snacks vs. pharmaceuticals). • Coordinate the credentialing with the EOC.	

	How will the storage areas selected affect other shelter areas?	• Consider the following:
		    o Frequency of access
		    o Noise levels
		    o Air quality
		    o Hours of access
		    o Security level
		    o Temperature
		    o Lighting
		    o Accessibility (e.g. stairs)	

Coordination of outgoing deliveries			

	What types of outgoing shipments and servicing might occur during ongoing shelter operations?	• Consider the following:
		    o Portable toilet servicing
		    o Laundry services
		    o Portable hand washing stations
		    o Portable showers
		    o Mail
		    o Equipment breakdowns (e.g. golf cart, forklift)
		    o Refueling
		    o Cots	

Section 18: Logistical Support/ Dock Management	Considerations:	Supporting Tasks:	Resources:
		o Shipments (e.g. ground, FedEx) o Biohazard materials o General trash o Recyclables	
	What types of outgoing shipments and servicing might occur during close down of shelter operations?	• Coordinate with all entities regarding the volume and scheduling of outgoing shipments. • Consider what residents may be shipping out.	

Section 19: Distribution of Goods	Considerations:	Supporting Tasks:	Resources:
Definition: distribution of goods/supplies to individuals/households affected by a disaster			
General			
	Who will be responsible for the distribution of goods within the mega-shelter?	• Coordinate with the EOC. • Establish a POC and supporting staff.	
	What is the closest point of distribution (POD) to the shelter facility?	• Communicate with the EOC to determine POD locations.	
	Is there physical space available to manage a distribution operation within the facility?	• Determine with facility management space for public access, storage, warehousing, and parking to support distribution.	• Adventist Community Services Disaster Response

	What types of items will be distributed at the facility (e.g. items for direct client use in shelter, items for distribution to general public, items for household recovery)?	• Conduct needs assessment to include:
		  o Review of disaster assessment information
		  o Review of summary information from client casework organizations
		  o Information based on interviews with residents in the shelter	

	What is the availability of identified items in the local community?	• Determine availability of items through:
		  o Vendors
		  o Community organizations	

	Are there significant security issues to be addressed?	• Determine security requirements for the space used to support the distribution of goods. • Determine if additional security will be needed when goods are being distributed to individuals and	• Law enforcement

183

Section 19: Distribution of Goods	Considerations:	Supporting Tasks:	Resources:
		households. • Develop a protocol to address individuals/households who are not the intended recipients.	
Distribution recipients			
	Will you be distributing to individuals/households other than those staying in the shelter?	• Determine the status and availability of other resources for distributed goods in local community. • Based on needs assessment, determine if it is necessary to distribute goods to non-residents. • Determine the ability to manage public access for distribution separate from shelter areas to preserve privacy/security of residents. • Assess if there is physical space to support distribution to non-shelter residents.	
Items for distribution			
	What are the immediate needs of shelter residents?	• Determine whether residents received a warning and had time to bring essential supplies. • Examine demographics of shelter population to identify specific needs (e.g. infant formula and diapers, adult diapers). • Identify how residents will be	

184

Section 19: Distribution of Goods	Considerations:	Supporting Tasks:	Resources:
		transported to the facility.	
	Was the hazard event one that required decontamination?	• Communicate with the local EOC.	• Emergency management

	What are the anticipated needs to support shelter residents based on the estimated length of shelter operations?	• Communicate with the local EOC to determine:
		   o Anticipated length of stay
		   o Access to homes
		   o Status of infrastructure
		   o Utility restoration
		   o Plans for/availability of transitional housing
		• Re-examine the demographics of the shelter population to identify ongoing needs.	

	What are the anticipated needs as people begin to move into recovery (e.g. temporary home repairs, move into other temporary housing)?	• Review information available from:
		   o Summary information from client casework organizations
		   o Information provided by NGOs
		   o Information based on interviews with residents in the shelter
			• National VOAD and its member organizations
			• Local government

Procurement sources			
	What are the policies/procedures related to donations?	• Determine the policies/procedures established for donations. • Share policies/procedures with public affairs staff.	• State/local donations management systems • **SEE DONATIONS AND VOLUNTEER MANAGEMENT,**

Section 19: Distribution of Goods	Considerations:	Supporting Tasks:	Resources:
			SECTION 20
	What is the status of vendors in the local community?	• Communicate with the EOC and Chamber of Commerce.	
	What is the availability of items from NGO sources?	• Communicate with the EOC.	• National VOAD and its member organizations
	What is the availability of items from government sources?	• Communicate with the EOC.	• State and Federal logistics
Allocation of space			
	What is the capacity for loading area/dock for unloading items to be distributed? What is the storage capacity for items to be distributed? What space is available to support staging/sorting of items for distribution? What space is available to support distribution of items to individuals/households?	• Review needs assessment and list of items to be distributed. • Estimate the size/footprint and quantity of the items to be distributed. • Compare space available to estimated need. • Design layout for all areas mentioned. • Determine equipment needs (e.g. materials handling equipment, storage racks, display tables). • Ensure security of distribution and storage includes loading, staging sorting areas.	• Adventist Community Services Disaster Response

	What space is available for parking and loading of distributed items if serving non-shelter residents/residents as they vacate the shelter?	• Determine with facility management:
		  o traffic flow
		  o parking space availability (number of spaces and whether other activities will affect availability and access)	

186

Section 19: Distribution of Goods	Considerations:	Supporting Tasks:	Resources:
Distribution operations			
	What factors will affect hours of operation?	• Determine whether a significant portion of shelter residents are away from the shelter during the day and returning to the shelter at night. • Determine whether availability of staff will affect hours of operation. • Determine whether replenishment requirements will affect hours of operation.	
	What factors affect the quantity of materials distributed to an individual or household?	• Determine how people will be carrying away distributed items (e.g. walking, use of personal vehicles, public transportation). • Monitor inventory levels and ability to re-supply to determine need for limiting quantity.	
	What staff resources are available to support the distribution operations?	• Determine specific skill sets needed to support distribution operation (e.g. management and supervisory ability, fork lift operation, ability to lift and carry heavy loads). • Determine schedule for operations and number of staff needed to fill schedule.	• Adventist Community Services Disaster Response
	What inventory tracking reporting should be in place to support distribution operations?	• Establish a process for daily record keeping of what was distributed. • Establish an inventory process for inventory control, replenishment needs,	• **SEE DONATIONS & VOLUNTEER MANAGEMENT, SECTION 20**

Section 19: Distribution of Goods	Considerations:	Supporting Tasks:	Resources:
		and monitor client demand.	
		• Determine if the procedure will be used for tracking items distributed to individual clients.	
		• Establish a process to track goods received for distribution. (Note: separate accountability will be needed for purchased items verses donated items.)	
		• Establish a process for the tracking of incoming donated goods.	
		• Establish a process to track all remaining items and their dispersal when closing the distribution operation.	
	What needs to be communicated regarding distribution operations?	• Develop a communication plan to advise the general public regarding hours of operations, what items are available, and policy regarding unsolicited donations.	
		• Develop a communication plan to advise the shelter residents regarding hours of operations, what items are available, and soliciting input for unmet needs.	
	What issues are there to consider when planning to close-out distribution operations?	• Manage inventory levels to reduce amount of stored materials.	
		• Develop potential resources to aid in dispersal of excess purchased goods once operations have closed (e.g. can purchased items be returned to the vendor or is there a specific procuring	

188

Section 19: Distribution of Goods	Considerations:	Supporting Tasks:	Resources:
		procedure for dispersing government purchased items?).	
		• Develop potential resources to aid in the dispersal of excess donated goods once operations have closed (for solicited goods it may be necessary to follow-up with the donor).	
		• Ensure any loaned or rented equipment is returned to owners/custodians.	
		• Ensure space used for distribution of goods is cleaned and returned to its original condition.	

189

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
Definition: management of financial contributions, solicited and unsolicited donated goods and services, and spontaneous volunteers.			
General			
	Who will be responsible for the management of donations and volunteers within the mega-shelter?	• Coordinate with the EOC to determine the POC. • Coordinate messaging with public affairs staff.	
	What goods and services does the mega-shelter need and what doesn't it need?	• Communicate with the mega-shelter manager to determine needs including those needed directly by the residents (e.g. clothing, food, water, durable medical equipment) and support services (e.g. telecommunications, generators, security). • Determine with the mega-shelter manager what items are not needed (e.g. inappropriate, unusable).	
	Are there any staffing shortfalls that could be filled by spontaneous volunteers?	• Communicate with the mega-shelter manager to determine staffing needs and what training and background checks may be required. • Consider working with a local volunteer center to coordinate spontaneous volunteers.	
	What are the potential sources of the needed goods and services?	• Donations (companies and/or individuals) • Purchase	

190

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		• Governmental agencies (Federal, State, local, tribal), • Non-governmental organizations • Private sector	

	Will financial donations be accepted at the mega-shelter?	• Develop plans to address all of the following:
		     o Donor intent
		     o Transparency
		     o Fiscal agent or responsibility
		     o Donor acknowledgement and/or receipting
		     o Tracking
		     o Security of donations
		     o IRS regulations	

	Are there any pre-existing donation collections sites and, if so, what are their proximity to the facility? (Off-site is recommended.)	• Identify pre-existing resources that collect donated goods (e.g. multi-agency donations warehouse). • Develop a plan to direct donations to pre-existing sites and/or to establish a site on the premises. • Develop a plan to strategically utilize existing sites as resource for the mega-shelter.	
	Is there an individual designated as the point of contact for all donations?	• Coordinate with all operational entities of the mega-shelter through the	

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		command structure. • Coordinate with the EOC.	

	What procedures are necessary for items with special and/or security requirements?	• Consider the following:
		  o Pharmaceuticals
		  o Health care supplies
		  o Food & supplies that require refrigeration
		  o Food supplies that could be contaminated
		  o Flammable items (e.g. gas, propane)
		  o High value items (e.g. gas cards)
		  o Items that are now perceived as high value due to circumstances (e.g. water when no water is available)	

	What level of tracking is necessary for goods, services, and volunteers?	• Determine if the offer is an outright donation or loan of equipment.
		• Determine the level of specificity and information required for donor reporting.
		• Ensure a system is in place to track:
		  o Donor contact information
		  o Value of donation/receipting
		  o Expectations of donors
		  o Volunteer contact information/affiliation/hours
		  o Loaned equipment/owner/process	

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		for return	
Parameters for acceptable goods & services			
	What are the minimum and maximum quantities of goods that will be accepted (quantities will vary based on specific item)?	• Establish criteria with the mega-shelter manager.	
	What are the standards and requirements for accepting goods?	• Establish criteria with the mega-shelter manager for: o Quantity—enough to meet determined need/maximum that would lead to waste or storage issues o Quality—not hazardous, not expired, meets safety requirements o Sorting o Packaging o Palletization o Shrink-wrapping o New condition o Free of pests o Loaned equipment & tracking procedures o Shipping requirement/costs o Timing of delivery/availability	

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		o Storage/off-loading capabilities o Cultural appropriateness	
	What is the plan for spontaneous volunteers?	• Identify jobs and positions that untrained staff can fill such as: o Food services--meal servers, kitchen prep staff, clean-up staff o Set-up/tear-down labor o Load/off-load o Housekeeping o Monitors o Administrative • Work with a volunteer coordinator to develop the staffing plan and intake procedures: o Match volunteer experience and skills to positions. o Job descriptions o Paperwork/tracking o Background check requirements (if any) o Safety & health considerations of volunteers o Age requirements o Language & communication requirements	• Safety training/videos • Lifting training/videos • Safe food handling • State and/or FEMA Volunteer Reception Center processes • www.serve.gov

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		• Identify liability parameters for spontaneous volunteers such as insurance coverage.	

	What are the standards and requirements for accepting services?	• Establish criteria with the mega-shelter manager for:
		  o Licensing requirements
		  o Recognized and reputable providers
		  o Restrictions to physical alterations to facility
		  o Tracking and securing of equipment provided
		  o Infrastructure capability to support services
		  o Hardware requirements (i.e. cable service needs televisions, Internet capability needs computers)
		  o Duration of service
		  o Hidden costs
		  o Timing of availability
		  o Termination of service	

Logistics			

	What are the logistical parameters for accepting goods?	• Consider the following:
		  o Warehouse space
		  o Off-loading capabilities/dock	

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		capacity	
		o Storage requirements/refrigeration	
		o Food product storage	
		o Sorting requirements	
		o Material handling equipment	
		o Manpower	
		o Disposal/redirecting of unneeded and unusable goods	
		o Inventory control & management	
		o Security—special considerations for high value and health care supplies	
		o Track loaned equipment	
	What are the logistical parameters for accepting services?	• Determine points of contact at the shelter to coordinate with service providers. • Communicate with the shelter manager to determine needs.	
	What are the logistical parameters for accepting spontaneous volunteers?	• Ensure that there is a need for them. • Ensure that appropriate training and orientation staff and resources are available. • Locate space for: o Reception area for intake processing o Training and orientation	

196

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		o Evaluations o Debrief • Determine and implement a tracking system to capture information such as: o Contact info o Name and home address o Local contact information o Hours worked o Signing in and out procedures o Emergency point of contact o Date of completion of service o Evaluation • Follow-up to transition spontaneous volunteers to affiliate.	
	Who is responsible for the inventory and how is it tracked?	• Identify key the responsible party for managing and maintaining inventory. o Ensure implementation of appropriate tracking levels.	
	What is the security plan?	• Coordinate the communications plan with security. • Provide the security liaison with specific needs and requirements.	

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
Close-out		•	

	What is the plan for removal of remaining product after the shelter is closed?	• Inventory remaining goods, separating items that need to be returned to donors.
		
		• Coordinate the redistribution of the remaining items based on donor intent.
		
		  o Contact local non-profits & community groups to verify their needs and capacity for acceptance.
		
		  o Increase outreach geographically to non-profits & groups in outlying areas to verify their needs and capability for acceptance.
		
		• Arrange for the disposal of unusable goods.
		
		• Ensure that proper tracking is in place through the final redistribution point or disposal site.	

	What steps need to be taken to ensure the proper return of donated equipment?	• Verify that items are no longer needed. • Determine how equipment will be returned. • Coordinate the return of equipment with logistical staff and ensure proper tracking and sign-off.	
	What are the needs for final acknowledgement of donors?	• Send thank you letters. • Verify that tax acknowledgement letters	

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		are sent, when appropriate.	
		• Verify that additional donor recognition, when appropriate, is in place.	
	What are the needs for the termination of donated services?	• Coordinate with the appropriate personnel to ensure that donated services are terminated properly and have been communicated with all involved parties.	
		• Determine sequencing for termination of services.	
		• Ensure that donors are notified in advance of anticipated termination dates.	
	What will be done to acknowledge volunteers?	• Send thank you letters.	
		• Verify that additional volunteer recognition, when appropriate, is in place.	
		• Consider acknowledging the employers of the volunteers.	
Communication Plan		•	
Internal	How do all of the entities requesting and receiving donations within the mega-shelter communicate to ensure a coordinated approach to potential donors?	• Conduct ongoing coordination planning meetings within the mega-shelter.	
		• Coordinate through the shelter command center.	
		• Public health	

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		• Coordinate messaging with the public affairs staff.	
	What needs to be communicated internally with the staff that support the mega-shelter regarding donations, and how will this information be shared?	• Include information in staff meetings. • Ensure that a system is in place that captures the communication of the shelter residents' needs to the donations staff (e.g. communication chain that enables shelter workers who become aware of needs to share info with donations staff). • Ensure proper dissemination of information.	

	What needs to be communicated to the shelter residents regarding donations and how?	• Consider communicating the following:
		  o How do residents access donations?
		  o What is the distribution location and hours of operation?
		• Communicate via posters, bulletin boards, matrix boards, newsletters, and fliers.	

External	What needs to be communicated to the donors?	• Determine what needs to be communicated and consider the following:
		  o Parameters for acceptable goods & services (see above)
		  o Activate any previously established donor agreements	

Section 20: Donations & Volunteer Management	Considerations:	Supporting Tasks:	Resources:
		o Delivery schedule o Donor intent • Establish after-hour contact information and procedures.	
	What needs to be communicated to the general public and how?	• Determine what needs to be communicated and consider the following: o Donated items and services needed o Items and services that are not needed and other entities where these donations can be redirected (e.g. Salvation Army, Goodwill, Humane Society) o Where donations will be accepted and hours of operation o Parameters for acceptable goods & services • Coordinate communication plan with the public affairs/media relations staff.	

Section 21: Private Sector Coordination	Considerations:	Supporting Tasks:	Resources:
Definition: the coordination of goods and services to support mega-shelter operations provided by the private sector			
General			
	Who will coordinate private sector support of the mega-shelter operations?	• Coordinate with the EOC.	
	What are some of the types of services that may be provided by the private sector?	• Consider the following: ○ Food and beverage ○ Transportation ○ Technology (e.g. data management, satellites, TVs) ○ Alternative power ○ Crowd control equipment and services ○ Security ○ Housekeeping (e.g. showers, toilets) ○ Dormitory management ○ Child care ○ Mental health and health services ○ Clothing ○ Entertainment ○ Office equipment/supplies	
	What are some of the types of providers that may provide services?	• Consider the following: ○ Large vendors that provide connectivity and cellular services ○ Security providers	

Section 21: Private Sector Coordination	Considerations:	Supporting Tasks:	Resources:
		o City equipment resources o Rental centers o General AV companies o Local Superstores o Local restaurant vendors o Licensed providers for health, mental health, or child care	
	What is the plan to coordinate requests for service providers and for the implementation of services to avoid the duplication of requests?	• Consider using the current incident command structure or developing a separate plan for coordinating service provider requests.	
Planned service providers/solicitations			

	What existing agreements are already in place?	• Determine with the following entities what agreements are already in place:
		  o Facility (e.g. sanitation or security agreements)
		  o Organizations and agencies providing service within the shelter
		  o Food service
		  o Local, State, national EOC
		• Explore the capabilities of applying these agreements to the mega-sheltering operation.
		• Determine existing contracts that have exclusive obligations (e.g. food service, security, labor unions).	

Section 21: Private Sector Coordination	Considerations:	Supporting Tasks:	Resources:
	Who is responsible for the food service agreement?	• Determine entities that have existing contracts and/or capabilities.	

	Who is ultimately responsible for the provisions of each planned service?	• Determine your management hierarchy of authority.
		
		• Determine your management responsibilities. Consider the following:
		  o Communication of agreements
		  o Gap identification
		• Clarify who has financial responsibility before entering into any agreement.
		• Determine who has liability as a result of the agreement.
		• Clarify the scope of the agreement.	

	What services can we seek via in-kind donations?	• Coordinate with donations management personnel.	• **SEE DONATIONS AND VOLUNTEER MANAGEMENT, SECTION 20**
	What is the plan for when a service cannot be provided via an existing vendor or in-kind donation?	• Seek alternative solutions. • Coordinate with the incident command structure.	
Unplanned service providers/solicitations			

	What is the screening process for spontaneous service providers?	• Determine the following:
		  o Need for services
		  o Capacity
		  o Availability
		  o Timeline for delivery
			• **SEE RECOVERY INFORMATION AND RESIDENT MESSAGING, SECTION 14**
			• **SEE DONATIONS**

Section 21: Private Sector Coordination	Considerations:	Supporting Tasks:	Resources:
		○ Historical performance of the provider ○ Legitimacy of the provider - Pre-negotiate terms of the contract (e.g. quantities). - Identify and communicate to all entities who are the unauthorized service providers. - Identify personnel that will manage spontaneous service providers.	**AND VOLUNTEER MANAGEMENT, SECTION 20**
	What is the security plan for unauthorized service providers?	Determine the allowable level of access to the shelter and its residents.	• **SEE SECURITY AND BUILDING ACCESS CONTROL, SECTION 3**

205

Section 22: Laundry Service	Considerations:	Supporting Tasks:	Resources:
Definition: the plan for and management of laundering needs of shelter residents, service providers, staff, and service-seeking clients			
General			
	Who will be responsible for coordinating laundry services for the mega-shelter?	• Determine a POC for laundry services. • Coordinate with the EOC and facility. • Develop and communicate a plan to staff and shelter residents.	

	What is the plan for the allocation of physical space for laundry services?	• Determine the capacity of laundry needs within the shelter and adjust accordingly.
		• Consider the following services:
		  o Washers and dryers
		  o Folding stations
		  o Supplies
		  o Irons
		  o Dry cleaning
		• Determine the users and types of items to be laundered (e.g. shelter residents [clothing], staff [uniforms], laundry to support shelter operations [linens], non-resident needs).	

	What is the best method to meet the laundry needs?	• Select a method:
		  o On-site equipment for client use
		  o Pick-up and delivery service/fluff & fold
		  o Transportation to/from laundry facilities
			• Disaster laundry portable equipment:
			  o Tide
			  o Southern Baptist Disaster Relief

Section 22: Laundry Service	Considerations:	Supporting Tasks:	Resources:

	What is the plan for resident access to services?	• Determine the following needs and respective collection areas:
		
		  o Whites
		  o Darks
		  o Dry cleaning
		  o Stain removers
		  o Folding
		  o Redistribution
		  o Linens
		  o Sheets
		  o Towels
		
		• Evaluate resources to determine the best method for residents to gain access to laundry services.
		
		• Determine a general schedule of services.	

Resident laundry			
	What is the need for the provision of laundry services for the shelter residents?	• Determine if a need exists and estimate need for services (e.g. volume of laundry/number of residents).	
	What sanitation procedures are established for laundry areas?	• Determine a schedule for the cleaning and sanitation of an area after services have been provided. • Coordinate with the janitorial staff.	• http://www.cdc.gov/od/ohs/biosfty/laundry.htm
	What is the plan for personal identification of laundered goods?	• Determine the plan for personal labeling and redistribution.	

Section 22: Laundry Service	Considerations:	Supporting Tasks:	Resources:

	What logistical support is needed?	• Determine what equipment and supplies are required for services.
		   ○ Detergents
		   ○ Forklifts
		   ○ Bins
		   ○ Laundry baskets/bags
		   ○ Stain removers
		   ○ Labeling and marking supplies
		   ○ Power	

Non-resident laundry			

	Who is receiving the service?	• Consider the following:
		   ○ Medical areas
		   ○ Staff
		   ○ Dormitory
		   ○ Kitchen areas
		   ○ Service-seeking clients
			• **SEE PUBLIC HEALTH, MEDICAL AND MENTAL HEALTH SERVICES, SECTION 8**

	What is the plan for supporting non-resident laundry services?	• Determine if a need exists, and estimate the need for services (e.g. volume of laundry/service). • Coordinate and communicate the schedule, and plan with staff, service providers, and service-seeking clients.	

Section 23: Client Transportation	Considerations:	Supporting Tasks:	Resources:
Definition: the planning, coordination, and provision of transportation services for shelter residents			
General			
	Who will be responsible for the overall coordination of transportation services for shelter residents?	• Coordinate with the EOC. • Designate a transportation coordinator. o Ensure close contact and information sharing with the overall parking and traffic coordinator.	
	What are the resident needs for transportation?	• Determine potential transportation destinations and services in the community with the shelter manager. Consider the following: o Medical or mental health services that exceed shelter capabilities o Recovery services (e.g. local assistance, disaster recovery center) o Employment o Laundry o Normal programming (e.g. school, after school activities) o Reunification of families o PODs o Pet shelters o Child care o Religious services	

Section 23: Client Transportation	Considerations:	Supporting Tasks:	Resources:
		o Hospital visitation of family members o Recreational activities o Banks o Post office	

	Who will be supplying vehicles for transportation?	• Identify any prearranged contracts. Consider the following:
		
		  o Commercial or licensed operators
		
		  o School bus companies
		
		  o Faith-based organizations
		
		• Explore opportunities with public transportation agencies.	

	Who will be responsible for maintaining vehicles?	• Consider the following responsibilities:
		
		  o Fuel
		
		  o Security checks
		
		  o Routine maintenance
		
		  o Insurance certificates from vendors	

	When do the residents need to access off-site services?	• Develop a transportation plan to accommodate off-site schedules (e.g. schools, hours of operation of specified services such as hospital visiting hours).	
	How will the transportation plan be shared with the residents?	• Develop a communication plan for the transportation schedule and information to include: o Route schedules/times	

Section 23: Client Transportation	Considerations:	Supporting Tasks:	Resources:
		○ Drop-off & pick-up locations ○ Accessibility ○ Ability to be updated/notification of changes to residents • Procure and post signage for drop-off & pick-up locations and for vehicle identification.	
	Who is responsible for securing, insuring, and paying for vehicles?	• Coordinate with the EOC. • Determine the appropriate forms and documentation for record keeping.	
	What will need to be transported that may have space and/or other requirements?	• Consider the following: ○ Laundry ○ Medical supplies ○ Pharmaceutical supplies ○ Purchases and personal items	
	What is the transportation plan for clients who need functional support?	• Consider the following: ○ ADA accessible vehicles ○ Young infants ○ Special medical vehicles	
	Is there a need for identification of shelter residents to access transportation services?	• Determine if transportation services are restricted to shelter residents. If so, determine an identification system (e.g. wristbands).	
	Is there available public transportation that can accommodate some of the residents' transportation needs?	• Contact the local transportation authority to investigate accommodations for shelter residents. • Determine the requirements (e.g.	

211

Section 23: Client Transportation	Considerations:	Supporting Tasks:	Resources:
		shelter identification) and the limitations of services.	

	What is the plan for staging vehicles?	• Determine the following:
		  o Where can vehicles be staged?
		  o What vehicles need to be staged?
		  o How long can vehicles be staged?
		  o Environmental requirements
			• **SEE PARKING AND TRAFFIC CONTROL, SECTION 4**

Public health			

	What are the transportation safety standards?	• Consider the following:
		  o DOT regulations
		  o Who can travel together (e.g. pets, persons with allergies, caretakers with those to whom providing care, families)?
		  o Scheduled breaks
		  o Bus/vehicle maintenance	

	What are the procedures for the cleanup of transportation vehicles?	• Consider the following:
		  o Bodily fluid events
		  o Pet waste
		  o General sanitation
		  o Hazmat or unidentified substance
			• http://www.cdc.gov/ncidod/dhqp/id_norovirusFS.html

	What procedures are established for identifying and isolating ill passengers?	• Consider the following:
		  o Hyper-cleaning (if an illness is discovered)
		  o Alternate mode of transportation
		• Coordinate with isolated areas that have been previously identified.
			• **SEE PUBLIC HEALTH, MEDICAL AND MENTAL HEALTH SERVICES, SECTION 8**

Section 24: Postal Service	Considerations:	Supporting Tasks:	Resources:
Definition: the plan for management of incoming and outgoing mail for shelter residents			
General			
	Who will be responsible for the coordination of postal services?	• Determine the POC for postal services. • Coordinate with the EOC. • Communicate the plan effectively with shelter staff and residents.	
	What is the plan for the allocation of physical space for postal services?	• Coordinate with the shelter floor plan and facility staff. • Determine the capacity of postal service needs and adjust accordingly.	

	What is the plan for resident access to postal services?	• Determine the following:
		  o Schedule for postal services
		  o Designated personal inboxes
		  o Location of outgoing mail
		  o Procure/plan appropriate signage.
		• Consider the following services:
		  o Access to stamps
		  o General office equipment
		  o Metering
		  o Packages
		  o Priority mail	

	How long is the shelter to remain open, and does that length of time warrant resident postal service?	• Determine the estimated shelter operating length. • Consider initiating postal services if shelter operations are to last more than a week.	

Section 24: Postal Service	Considerations:	Supporting Tasks:	Resources:
	How will resident mail be secured?	• Coordinate with USPS and facility management. • Determine if there is lockable space available. • Ensure staff support.	
Resident mail			

	Is there a need for residents to receive mail at the shelter?	• Determine the current community infrastructure for postal services.
		• Coordinate with USPS.
		• Determine contractors or vendors that might provide services, such as:
		  o FedEx, Kinkos
		  o Mail/copy centers	

	What will the resident mailing address be?	• Coordinate with the EOC. o Utilize an address other than the facility's address.	

	What services are needed from USPS?	• Consider the following:
		  o Expedited process for address changes for residents
		  o Delivery and receipt of client mail
		  o Outgoing mail services	

	How will resident mail be distributed?	• Determine if mail is to be distributed by USPS or during shelter meetings. • Coordinate with POC for access times. • Communicate the plan for distribution with residents.	

214

MSPG Ref:	Function Area	Long-Term / Mega-Shelters A safe congregate care, environmentally protected facility utilized for durations typically not to exceed 2-weeks by populations displaced by an incident or event.				
ConOps #	**Per Shift**	Based on 1,000 residents, NOTE: ► Staffing is for 1 shift, daytime hours of shelter's operation. ► Night shift needs supervisory and worker staffing based on activity level and situation.				Staffing levels and scaling factors are guidelines, staffing for each shelter is situation dependent.
		Management Team	Supervisor	Worker	Scaling Factor per population	Notes:
	Core					
2	Shelter / Facility Management					► Management staffing is reflective of day shift.
	Shelter Manager	1				1 Shelter Manager I, per facility, with overall responsibility
	Assistant Shelter Manager	1				1 Assistant Shelter Manager per shift
	Executive Assistant			1		1 Administrative support person per facility
1	Client Registration [1]		1	6	1:165, min 1	► Workers include a lead, typically 1 per 9 workers
6	Dormitory Management [1]	1	1	10	1:100, min 1	► Workers include a lead, typically 1 per 9 workers
7	Meal Service Feeding [1]	1	1	9	1:110, min 1	► Staffing is for food serving only, food preparation is not included ► Workers include a lead, typically 1 per 9 workers
8	Mental Health / Crisis Counseling Services	1	1	4	1:250, min 1	► Accredited professional, {reference other documents and requirements of AHJ} ► Workers include a lead
8	Public Health, Medical Health Services		1	5	1:200, min 1	► Accredited professional, {reference other documents and requirements of AHJ} ► Workers include a lead

	Resident Services & Support	1				► Management staffing is for oversight and coordination of Resident Services & Support functions ► Daytime shift only
10	Children's Areas		2	15	1:8 children, average, Min 4	► This staffing ratio is dependent on age of children and their emotional & behavioral needs. ► Other staff may be needed dependent on additional children's areas and services provided. ► Assume 25% of poplulation are children and that no greater than 50%
11	Household Pet Sheltering Coordination		1			► Activity, situation, and length dependent, ► Defer to organization or agency tasked with responsibility
9	Spiritual Care Services		1	1	1:1000, min 1	► Accredited professional
14	Recovery Information and Resident Messaging			1	1:1000, min 1	► Coordinate briefing by incident personnel, access to information
15	Family Reunification		1	1	1:500, min 1	► Probably 1 supervisor (not per shift); coordinate to welfare inquiry, technology systems
12	Entertainment/Recreation				as appropriate	► Duty of dormitory workers, dependent on resources available
22	Laundry Service			1	as appropriate, min 1	► Assume off site service, assisted by dormitory worker
23	Client Transportation		1		as appropriate	► Probably 1 supervisor (overall, not per shift) ► Activity, situation, and length dependent
19	Distribution of Goods			3	1:350, Min 1	► Activity, situation, and length dependent
24	Postal Service				Min 1	► Activity, situation, and length dependent

216

STAFFING MATRIX

	Facility / Logistics Support	1				► Management staffing is for oversight and coordination of Facility / Logistical Support functions; ► Daytime shift only
16	Janitorial Services / Waste - Sanitation Management		1	4	1:200, min 1	► Workers include a lead, typically 1 per 9 workers
18	Logistical Support (Supplies)/Dock Management		1	2	1:500, min 2	► This staffing only supports the dock at venue
3	Security and Building Access Control		1	10	1:100	► Security staffing is a combination of building security, crowd management, and Law enforcement ► Security needs to include, door guard, admission etc. A review of facility, resident demographics, and operations is necessary to determine appropriate staff
13	Information Technology		1	1	as appropriate, min 1	► Probably 1 supervisor (overall, not per shift) ► Hardware, software, telephone com, cell phone ► Workers and support services staffed on an on-call or as needed basis
17	Building Maintenance and Engineering (Large Facilities)			1	Min 1	► Facility size and system dependent
5	Public Information/Public Affairs/Media Relations				as appropriate, probably 1 at startup	► By Manager on Duty (MOD) ► Activity and situation dependent
4	Parking and Traffic Control			1	as appropriate, min 1	► Law enforcement or staff support through EOC, ► Facility size and traffic flow dependent
20	Donations & Volunteer Management			1	as appropriate, min 1	► Responsibility typically tasked to local agency for oversight and coordination ► Probably 1 lead worker (not per shift) on site ► Activity and situation dependent
21	Private Sector Coordination				as appropriate	► By MOD, activity and situation dependent
	Totals,	7	15	78		Daytime shift, all functions

Color Codes and Notes:

Shelter Management Team

Core Shelter Worker Team; worker and/or leads can be local personnel or brought in

Shelter staff or support service/agency resources, usually available locally

Building staff or support service; available locally, in most situations

Support function not active for this shelter type

Management by Shelter / Facility Manager on Duty

Note [1]   Interchangeable workers for Shelter Dormitory, Registration and Feeding services--don't need totally separate crews, just leadership sp

Assumption:

For 24 hour operation requires two 12 hour shifts - per 1000 person occupancy

1   reference

Summary

This *Mega-Shelter Planning Guide* is a living document and it is assumed by the editors and contributors that there will be changes over time. The experience and body of knowledge regarding mega-sheltering is relatively small and is forever growing. As the response to each emergency is deployed, there will be new and different complexities and challenges, new lessons learned and knowledge gained, and lives saved or protected. To provide better service for the next situation, share this knowledge and experience with others by collecting and recording information, experiences, expenses, and decisions that help people.

Fundamentally important to the mega-sheltering process is planning. The act of planning makes the mega-shelter manager, venue management team, Mega-Shelter Planning Task Force, and the community more prepared. Without planning, your ability to deliver effective and quality services that support persons in need during incidents and crises will be less than people deserve.

This *Mega-Shelter Planning Guide* is written based on the United States and Federal Emergency Management Agencies (FEMA) processes, as this is the experience and knowledge of the guide's editors and contributors. Recognize that the planning processes, guidance, and service delivery concepts are universal and readily adaptable.

Mega-sheltering is a part of the mass care system. It is as much a humanitarian effort as is it is a venue and service operation in times of emergency. People are important! Mega-sheltering embraces this principle and seeks to provide shelter, services, community, and quality of life to those impacted by disaster. Always serve and treat people as you would want to be served and treated.

Know your partners. Mega-shelter operations require a multi-agency approach. In most instances, no agency, organization, company, or government agency has the ability to single-handedly open and effectively operate a mega-shelter. Work together as a community in response to the challenges and needs of those displaced. Adapt or scale the Concept of Operations to your situation, facilities, service organizations, host communities, and most of all, the people affected.

Read the entire *Mega-Shelter Planning Guide*. Think humanitarian service. Plan wisely. Help people!

220

Appendices

A. Acronyms and Abbreviations

B. Glossary

C. References

D. Mega-Shelter Practices and Indicators

E. Mega-Sheltering Framework

F. Recommend Training Courses

G. Samples and Examples

222

Appendix A

Acronyms and Abbreviations

2-1-1 – Information & referral call centers
ACT – Assertive Community Treatment Teams
ADA – Americans with Disabilities Act
ADL – Activities of Daily Living
AED – Automated External Defibrillator
APHIS – Animal and Plant Health Inspection Service
ARC – American Red Cross
ASL – American Sign Language
AVMA – American Veterinary Medical Association
CBO – Community-Based Organization
CBRNE – Chemical, Biological, Radiological, and Nuclear Explosive
CDC – Center for Disease Control
CPS – Children's Protective Services
CSTE – Council of State and Territorial Epidemiologists
DEA – Drug Enforcement Agency
DHS – Department of Homeland Security
DMAT – Disaster Medical Assistance Teams
DOJ – United States Department of Justice
ESF – Emergency Support Function
EMA – Emergency Management Agency
EMAC – Emergency Management Assistance Compact
EOC – Emergency Operations Center
EPAP – Emergency Prescription Assistance Program
ESAR-VHP – Emergency System for Advanced Registration of Volunteer Health Professionals
ESF #6 – Emergency Support Function #6: Mass Care, Emergency Assistance, Housing, and Human Services FBI – Federal Bureau of Investigation
FEMA- Federal Emergency Management Agency
FMS – Federal Medical Station
HHS – Health & Human Services
HIPAA – Health Insurance Portability & Accountability Act of 1996 Privacy Rule
HVAC – Heating, Ventilation, and Air Conditioning
IAVM – International Association of Venue Managers
ICS – Incident command system
JFO – Joint Field Office
LEP – Limited English Proficiency
MOU – Memorandum of Understanding
NACCRRA – The National Association of Child Care Resource and Referral Agencies
NARSC – National Animal Rescue and Sheltering Coalition
NASAAEP – National Alliance of State Animal and Agricultural Emergency Programs
NCCD – National Commission on Children and Disasters
NCMEC – National Center for Missing & Exploited Children
NECLC – National Emergency Child Locator Center
NEFRLS – National Emergency Family Registry and Locator System

NFPA – National Fire Protection Association
NGO – Non-governmental organization
NIMS – National Incident Management System
NMETS – National Mass Evacuation Tracking System
NRF – National Response Framework
NSS – National Shelter System
NVOAD – National Voluntary Organizations Active in Disaster
OSHA – Occupational Safety and Health Administration
PA – Public address
PNP – Private, non-profit
POC – Point of contact
POD – Point of distribution
PPE – Personal protective equipment
TPFDL – Time-Phased Force and Deployment List
USACE – United Sates Army Corps of Engineers
USDA – United States Department of Agriculture
USIS – United States Investigations Services
USPS – United States Postal Services
VMA – Veterinary Medical Associations
VOAD – Voluntary Organizations Active in Disaster

Appendix B
Glossary

Accessibility: A site, building, facility, or portion thereof that complies with the *ADA Accessibility Guidelines for Building and Facilities (Code of Federal Regulations 28 CFR Part 36).*

Agency: A division of government with a specific function offering a particular kind of assistance.

Assets: A useful and valuable person or thing. Assets include all people, equipment, facilities, information, and activities or functions that one must protect, secure, and/or provide services for.

Assistive technology: Any item, piece of equipment, or system, whether acquired commercially, modified, or customized, that is commonly used to increase, maintain, or improve functional capabilities of individuals with disabilities. Assistive technology is used by individuals with disabilities in order to perform functions that might otherwise be difficult or impossible. Assistive technology can include mobility devices such as walkers and wheelchairs, as well as hardware, software, and peripherals that assist people with disabilities in accessing computers or other information technologies. For example, people who are blind may use software that reads text on the screen in a computer-generated voice or people who are deaf may use a TTY (text telephone).

Chain of command: A series of command, control, executive, or management positions in hierarchical order of authority.

Concept of Operations: Concept of Operations is the foundation behind the development of an operational plan. ConOps not only provide the overall framework of a functioning mega-shelter operation, but also provide a method with which to document the fundamentals utilized during the planning process. ConOps contribute to the development of successful joint response with all entities of mega-shelter operations.

Considerations: In ConOps, a series of questions designed to focus the user on a required planning function.

Command Center: A physical location within the mega-shelter that which the coordination of major functioning entities and disciplines are located during mega-shelter operations. The Command Center maintains the day-to-day operation of the shelter as a whole. This location will ultimately report or request services from the Emergency Operations Center.

Community organizations: Non-governmental organizations that form to offer assistance during disasters.

Critical Incident Stress Management (CISM): A group or private session that is designed to resolve some of the personal trauma or stress that result from working during a disaster.

The sessions assist staff and volunteers with returning to their daily routine more quickly and without lasting trauma.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. A mega-shelter may not be the only management task during an incident. Therefore, the EOC will serve as the functions central location for all related responses to a disaster.

Faith-based organizations: An established non-governmental organization that volunteers or participates in a supporting role during mega-shelter operations.

Functional needs support service: Services that enable children and adults to maintain their usual level of independence in a general population shelter. FNSS includes reasonable modifications to policies, practices and procedures, durable medical equipment (DME), consumable medical supplies (CMS), personal assistance services (PAS) and other goods and services as needed. Children and adults requiring FNSS may have physical, sensory, mental health, cognitive and/or intellectual disabilities affecting their ability to function independently without assistance. Others who may benefit from FNSS include women in late stages of pregnancy, elders, and those needing bariatric equipment.

Gap analysis: Utilized during the readiness phase, a gap analysis indicates one's shortfalls. The information will determine corrective or preventative actions that are necessary to establish the optimal mega-shelter operational plan.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Household pet: A domesticated animal, such as a dog, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes.

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Local government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments, regional or interstate government entity, or agency or instrumentality of a local government; an Indian

tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Major disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Mega-Shelter Operations Plan: The documented overall plan developed to assist all entities during mega-shelter operations. Persons referring to the plan will understand roles, responsibilities, and resources available.

Mega-Shelter Planning Task Force: A formation of a group of specialists, officials, and field experts that represent the primary stakeholders during mega-shelter planning and operations. The Mega-Shelter Planning Task Force is directly responsible for the development, implementation, and maintenance of the operational plan.

Memorandum of Understanding: A document that describes an agreement between parties. It expresses the understood responsibilities and relationships of parties working in a mega-shelter. Although in most cases it does not imply a legal agreement, it is a formal alternative to a verbal understanding.

Multi-Agency Feeding Plan Template: A template that provides suggested guidance and procedures for a jurisdiction to consider in the development of a multi-agency feeding plan and a coordinating group (the Feeding Task Force [FTF]) that supports feeding assistance in advance of, during, and after a disaster throughout the impact area(s) of the State.

National Incident Management System: A system mandated by Homeland Security Presidential Directive-5 (HSPD-5) that provides a consistent nationwide approach for Federal, State, local, and tribal governments, the private-sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology.

Non-governmental organization (NGO): An entity with an association that is based on the interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Personal dormitory space: The space that a person requires to comfortably locate a cot and personal items while not encroaching on other residents' spatial requirements. A minimum space of 40 square feet (60 square feet preferred) per person, exclusive of aisles and support services, which shelter residents may utilize when sleeping and resting. (Conceptual Shelter Layout spacing is 5 feet by 8 feet.)

Planning: The ongoing process of assessment, evaluation, and preparation to ensure the necessary authorities, organizations, resources, coordination, and operating procedures exist to provide effective mega-sheltering services.

Preparedness: That which we do to put in place proper conditions for readiness. The ongoing process of identifying, obtaining, developing, managing, and maintaining the human and material resources and the community relationships necessary to open and operate a mega-shelter.

Point of Contact (POC): The individual during any operational shift who has and maintains the responsibility and authority for the group or entity that he/she represents.

Point of Distribution (POD): Facility or area where emergency supplies and commodities are distributed to the public.

Readiness: The process of evaluating your overall plan, conditions, processes, and capabilities to respond quickly and efficiently.

Recovery: The process or actions performed after closing the mega-shelter.

Resources: In ConOps, a suggested list of resources provided to the user that are linked to the original consideration.

Response: The process of initiating and sustaining a mega-shelter.

Risk formula: One's risk is determined by multiplying vulnerabilities by threats by consequences. The numeric rankings are determined by the Mega-Shelter Planning Task Force during the mega-shelter assessment process.

Safe and Well: The American Red Cross' website that enables people within a disaster area to let their families and friends outside of the affected region know that they are all right. Clients register on Safe and Well by going to http://redcross.org/safeandwell. Red Cross call agents at 1-866-GET-INFO will register individuals without computers or connectivity.

Service animals: Any guide dog, signal dog, or other animal individually trained to provide assistance to an individual with a disability including, but not limited to, guiding individuals with impaired vision, alerting individuals with impaired hearing to intruders or sounds, providing minimal protection or rescue work, pulling a wheelchair, or fetching dropped items. (Dept. of Justice, American with Disabilities Act (ADA), 42 USC 1201 et. Seq., implementing regulations at 28 CFR Sec 36.104)

ServSafe: A food safety training and assessment program that covers five key areas: basic food safety; personal hygiene; cross-contamination and allergens; time and temperature; and cleaning and sanitation.

Span of control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5). (As defined by the *National Response Framework*)

Special needs populations: Those whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged. (As defined by the *National Response Framework*)

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L. 93-288, as amended. This Act describes the programs and processes by which the Federal Government provides disaster and emergency assistance to State and local governments, tribal nations, eligible private non-profit organizations, and individuals affected by a declared major disaster or emergency. The Stafford Act covers all hazards, including natural disasters and terrorist events. (As defined by the *National Response Framework*)

Staging area: Area used for the logistical staging of emergency supplies, commodities, equipment or staff. In a mega-shelter there may be staging areas within the shelter.

Standard operating procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Supporting Tasks: In ConOps, a more detailed grouping of information related to a specific consideration that provides support to the user when developing answers to the questions provided.

Temporary respite care: Provides temporary relief for children, parents, guardians or caregivers. It is a secure, supervised, and supportive play experience for children in a Disaster Recovery Center, assistance center, shelter or other service delivery site. When placing their child or children in this area, parents, guardians, and caregivers are required to stay on-site in the disaster recovery center, assistance center, or shelter or designate a person to be responsible for their child or children, who shall also be required to stay on-site.

Threat: An indication of possible violence, harm, or danger.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as

eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

TPFDL: A Time-Phased Force and Deployment List created and maintained by the Mega-Shelter Planning Task Force, and utilized by those preparing for and operating the mega-shelter. Prior to a disaster, a Time-Phased Force and Deployment list (TPFDL) is developed by the Mega-Shelter Planning Task Force and initiated by the local, county, parish, tribal, or State government official to facilitate the deployment of resources when disaster strikes. Each Mega-Shelter Planning Task Force member is responsible for compiling, submitting, and updating information for inclusion in the TPFDL.

Unified command: For a mega-shelter, representatives from the agencies, jurisdictions, and service providers share the responsibility for the overall management of the mega-shelter from a single Command Center.

Volunteers Organizations Active in Disaster: Non-profit organizations that respond to disaster as part of the organizations' overall mission. Members share resources, responsibilities, and information during a disaster to provide quality disaster assistance.

APPENDIX C

References

A Guide for Local Jurisdictions In Care and Shelter Planning - Alameda County Operational Area Emergency Management Organization	http://www.cdc.gov/nceh/ehs/Docs/Guide_for_Local_Jurisdictions _Care_and_Shelter_Planning.pdf
Alcoholics Anonymous (AA) website	http://www.aa.org/lang/en/subpage.cfm?page=1
American Humane Association	http://www.americanhumane.org/
American Red Cross	http://www.redcross.org
American Red Cross - Safe and Well	https://disastersafe.redcross.org/
American Society for the Prevention of Cruelty to Animals (ASPCA)	http://www.aspca.org/
Animal and Plant Health Inspection Service (APHIS)	http://www.aphis.usda.gov/
Best Friends Animal Society	http://www.bestfriends.org/
Best Practice - Shelter Operations: Pet-Friendly Shelters	http://www.ready.gov/america/_downloads/toolkit_pets/FEMAPet Shelteringbestpractices2007.pdf
Caring for Our Children: National Health and Safety Performance Standards	http://nrc.uchsc.edu/CFOC/index.html
Centers For Disease Control (CDC) & HUD: Healthy Housing Reference Manual	http://www.cdc.gov/nceh/publications/books/housing/housing.htm
CDC - Disaster-related Morbidity Surveillance Form	http://www.bt.cdc.gov/disasters/surveillance/pdf/disaster-mortality-form.pdf?
CDC - Emergency Preparedness & Response	http://emergency.cdc.gov/
CDC - Environmental Health Services (EHS) - Shelters	http://www.cdc.gov/nceh/ehs/ETP/shelter.htm
CDC Guidance for Emergency Shelters for the 2009–2010 Flu Season	http://www.cdc.gov/h1n1flu/guidance/emergencyshelters.htm http://www.flu.gov/professional/community/emergencyshelters.ht ml
CDC - Norovirus in Healthcare Facilities Fact Sheet	http://www.cdc.gov/ncidod/dhqp/id_norovirusFS.html
CDC - Public Health Assessment and Surveillance after a Disaster	http://www.bt.cdc.gov/disasters/surveillance/
CDC Shelter Assessment Tool	http://www.bt.cdc.gov/shelterassessment/
Code 3 Associates	http://www.code3associates.org/
Corporation for National and Community Services - State and/or FEMA volunteer reception center processes	www.serve.gov

DOJ - ADA Best Practices Tool Kit for State and Local Governments - The ADA and Emergency Shelters: Access for All in Emergencies and Disasters	http://www.ada.gov/pcatoolkit/chap7shelterprog.htm
EPA	http://epa.gov
FEMA Acronyms Abbreviations and Terms (FAAT)	http://www.fema.gov/plan/prepare/faat
FEMA - Comprehensive Preparedness Guide 101	http://www.fema.gov/about/divisions/cpg.shtm
FEMA - Eligible Costs Related to Evacuation and Sheltering	http://www.fema.gov/government/grant/pa/9523_15.shtm
FEMA - Eligible Costs Related to Pet Evacuations and Sheltering	http://www.fema.gov/government/grant/pa/9523_19.shtm
FEMA - Host-State Evacuation and Sheltering Reimbursement	http://www.fema.gov/government/grant/pa/9523_18.shtm
FEMA - ICS Form 213	http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Forms.htm
FEMA - ICS Form 214 - Operational Planning Worksheet	http://training.fema.gov/EMIWeb/IS/ICSResource/assets/ics214.pdf
FEMA - ICS Resource Center	http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Forms.htm
FEMA - IS-630 Introduction to the Public Assistance Process	http://training.fema.gov/EMIWeb/IS/is630.asp
FEMA - National Disaster Housing Strategy Resource Center	http://www.fema.gov/emergency/disasterhousing/national_task_force.htm
FEMA - National Emergency Family Registry And Locator System (NEFRLS)	http://www.fema.gov/media/fact_sheets/nefrls.shtm
FEMA - National Response Framework (NRF) Resource Center	http://www.fema.gov/emergency/nrf/mainindex.htm
FEMA - Private Non-profit (PNP) Facility Eligibility	http://www.fema.gov/government/grant/pa/9521_3.shtm
FEMA - Public Assistance Guide	http://www.fema.gov/government/grant/pa/pag07_t.shtm
FEMA - Reference Guide for Accommodating Persons with Disabilities in the Provision of Disaster Mass Care, Housing, and Human Services	http://www.fema.gov/oer/reference/index.shtm
Guidelines for Laundry in Health Care Facilities	http://www.cdc.gov/od/ohs/biosfty/laundry.htm
Guidelines for Out-of-Home Child Care, 2nd Edition	http://nrc.uchsc.edu/CFOC/index.html
HHS/American Red Cross - Initial Intake and Assessment Tool	http://www.acf.hhs.gov/ohsepr/snp/docs/disaster_shelter_initial_i

232

	ntake_tool.pdf
HHS - Health Information Privacy Act (HIPAA)	http://www.hhs.gov/ocr/privacy/hipaa/understanding/index.html
Infant and Young Child Feeding in Emergencies: Operational Guidance for Emergency Relief Staff and Programme Managers	http://www.ennonline.net/pool/files/ife/ops-guidance-2-1-english-010307.pdf
International Association of Venue Managers	http://www.IAVM.org
International Fund for Animal Welfare (IFAW)	http://www.ifaw.org/splash.php
Keeping Children Safe - A Policy Agency for Day Care in Emergencies	http://www.naccrra.org/disaster/docs/Disaster_Report.pdf
March of Dimes - Disaster Planning - Meeting the Special Needs of Pregnant Women & Infants - 6 Key Elements for Every Disaster Plan	http://www.doh.state.fl.us/family/mch/disasterpreparedness/MOD disaster.pdf
NACCRRA - Helping Families and Children Cope With Traumatic Events	http://www.naccrra.org/for_parents/traumatic-events/
National Animal Control Association (NACA) National Office	http://www.nacanet.org/
National Child Care Information and Technical Assistance Center - State Contacts	http://NCCIC.acf.hhs.gov/statedata/dirs/index.cfm
National Communications System	www.ncs.gov
National Commission on Children and Disasters, Disaster Shelter Supply List	http://www.iavm.org/CVMS/mega_sheltering.asp
National Sanitation Foundation	NSF.org
National Shelter System (NSS)	https://nss.communityos.org/cms/
NIMS Mass Care Sheltering Guidance Aid	http://www.iavm.org/CVMS/mega_sheltering.asp
North Carolina Public Health Preparedness and Response: Disaster Surveillance	http://www.epi.state.nc.us/epi/phpr/disaster.html
NVOAD	www.nvoad.org
NVOAD Multi Agency Feeding Plan Template	http://www.nvoad.org/Portals/0/Documents/Mass%20Care/Final%20Multi-Agency%20Feeding%20Plan%20Template%20April%2019%202010.pdf
NVOAD Disaster Spiritual Care Points of Consensus	http://www.nvoad.org/Portals/0/ESCC-SC-POC%20Final-weblayout.pdf
Pew Internet and American Life Project	http://pewinternet.org/

Public Health Guidance Documents for Evacuation Shelters - Dallas County Health and Human Services	http://www.cdc.gov/nceh/ehs/Docs/Shelter_Guidance_Dallas_County.pdf
Section 508 Compliance	http://www.section508.gov/
ServSafe®	http://www.servsafe.com/
Society of Animal Welfare Administrators (SAWA)	http://www.sawanetwork.org/
State Emergency Planning and Preparedness Recommendations for Maternal and Child Health Populations	http://www.amchp.org/PUBLICATIONS/EMERGENCYPREPAREDNESS/Pages/StateEmergencyPlanningandPreparednessRecommendationsforMaternalandChildHealthPopulations.aspx
Substance Abuse and Mental Health Services Administration (SAMHSA)	http://www.samhsa.gov/
Texas Department of State Health Services - Public Health Surveillance Tools	http://www.dshs.state.tx.us/comprep/surveillance/default.shtm
The Humane Society of the United States (HSUS)	http://www.hsus.org/
The Sphere Project - Humanitarian Charter and Minimum Standards in Disaster Response	http://www.sphereproject.org/content/view/27/84
United Animal Nations (UAN/EARS)	http://www.uan.org/
U.S. Department of Health and Human Services - Digital Access to Medication (D-ATM)	http://datm.samhsa.gov/overview.htm
U.S. Department of Justice (DOJ) - ADA Checklist for Emergency Shelters	http://www.ada.gov/pcatoolkit/chap7shelterchk.htm
WHO: Environmental Health in Emergencies & Disasters	http://www.who.int/water_sanitation_health/hygiene/emergencies/en/
Women and Infants Service Package (WISP)	http://www.whiteribbonalliance.org/Resources/Documents/WISP.Final.07.27.07.pdf

APPENDIX D
Mega-Shelter Practices and Indicators

Purpose

In certain disasters, the scale and scope of the event require larger sheltering operations and a wider range of multi-agency service provisions than can be accommodated in a standard sheltering facility. Operating a mega-shelter may be the best available option given the magnitude of needs of the affected population.

The defining characteristics of mega-sheltering are:
- Multi-agency coordination and management with a unified command system activated by government;
- Large, non-conventional sheltering facility—often those generally used for public assembly such as an arena, convention center, or stadium;
- Accommodation of clients with longer-term needs beyond evacuation sheltering.

The purpose of this section of the document is to provide benchmarks for organizations and common goals for service delivery. The standards and indicators defined below were developed in coordination with experienced practitioners from a wide range of organizations. This information is meant to be used as a tool and to provide general guidance to organizations in the provision of services and should not prevent an organization from providing services.

Services

A mega-shelter operation will provide a wide range of services from multiple governmental and non-governmental agencies and organizations at the local, State, and Federal level. These services will extend beyond the immediate needs of the mass care activities of sheltering, feeding, and bulk distribution and may include client casework, medical and mental health services, social services, and recovery assistance. Other support services may also be needed to maintain the daily routines of the residents and may include services like laundry, postal services, and recreational activities.

Services provided by the agencies and organizations working within the mega-shelter will be coordinated with facility management under a unified command system to ensure a seamless operation and to limit redundancy and duplication between the partnering groups. Mega-shelters should be opened under the administration of either local or State government because running these large shelter facilities requires the coordination and cooperation of multiple local and State agencies including those of law enforcement, public health, social and human services, food service, and facility

management. These governmental agencies can run unified command systems and suggest specific tasks, appropriate to the various agencies, vendors, and organizations (including the venue) that contribute to the overall mission.

For effective mega-shelter planning within a community, it is crucial that venue management and the various stakeholders determine the operational structure, table of organization, and roles and responsibilities for the shelters prior to a disaster incident. Standards and indicators regarding site management, food service, shelter resident privacy and confidentiality, media relations, and other details must also be addressed in the planning stages. All involved agencies must be included in the planning of mega-shelters so that all identified parties understand their roles and responsibilities and those of the other agencies.

General Principles:

Mega-shelters provide a safe place for individuals and families affected by a disaster and may offer, among other things, food, snacks, beverages, cots, blankets, sanitation facilities, medical and mental health services, information on recovery efforts, and facilitation in transitioning out of the mega-shelter environment.

They maintain cleanliness and sanitation.

They provide safe and nutritious food.

Mega-shelters must make reasonable accommodations for those with disabilities, including veterinary and dietary support for service animals.
Mega-sheltering staff members abide by principles of confidentiality.

Mega-shelters strive to be safe, secure spaces. Mega-shelter facility management takes active measures to ensure the safety of those being assisted.

Mega-shelters strive to protect the family unit by keeping family members together. Children are sheltered together with their families or caregivers.

Under most circumstances a parent, guardian, or caregiver is expected to be the primary resource for their children, age 18 and younger. In cases where parents or guardians are not with their children, local law enforcement personnel must be contacted to assist with reunification. In many cases, local law enforcement will also contact local child protective/child welfare services for their expertise.

Mega-shelters strive to accommodate the varying cultural and faith-based requirements of the residents. Such requirements could include a variation in sleeping, eating, and living spaces, providing spaces to meet and honor spiritual needs, and in rendering medical or mental health services.

Service animals are permitted in mega-shelters.

The privacy of shelter residents is respected. Any personal information is kept secure and access is limited to those staff members who need information to provide service. Only information that is required for the delivery of a service should be collected to protect the client.

Children should be provided with a designated safe area for them to play and interact. This area should be staffed with trained, background-checked personnel and children should always be supervised directly by their parent or guardian.

Considerations and accommodations for the safety and security of the families of mega-sheltering staff should be made when facilities are operating and staff primarily resides within the disaster-affected area.

Space and Layout:

Providing a safe and secure environment, particularly in the dormitory areas, is a priority in a mega-sheltering environment. Dormitory areas provide temporary housing for people displaced by disaster. Dormitory space should be reserved for sleeping only and considerations for single men, single women, families, children, the elderly, and people with disabilities should be made. Communal and social areas should also be provided in a shelter environment and may include places to receive meals or gather information. These areas should be separated from the dormitory areas.

For total space planning purposes, allocate 60 to 80 square feet of space per person for dormitory areas (this allows for approximately 40 square feet per of personal space) and 100–120 + square feet of space per person for medical dormitory areas in mega-shelters.

Sufficient space should be allocated for designated support service areas which may include, but are not limited to, the following: administrative support, resident services, medical, staff sheltering, food services, restrooms and showers, and storage.

When possible, considerations in dormitory space and layout should be made to accommodate individuals who may have different needs, such as families, the elderly, or those requiring medical, service animals, or functional accommodations.

Given the potential scale and scope of a mega-sheltering operation, it is necessary to draft a floor plan with "addresses" within the dormitory space. This will allow facility management and other service agencies operating within the

mega-shelter to locate residents regarding services, referrals, or other informational needs.

Strategic considerations for arrangement of space should include distances and accessibility issues that can arise given the size and scope of the mega-shelter environment and the size of the population.

> Distances to toilets, showers, lavatories, and hand-washing stations should not be so great as to be prohibit access to those who may have functional or medical needs, or other accessibility concerns. Areas should be clearly marked and identified to the shelter residents.

Every effort is made to set aside space for family interaction. This space is free from outside news sources thereby reducing a child's repeated exposure to coverage of the disaster. If age-appropriate toys are available they will be in this space, with play supervised by parents, guardians, or caregivers. Family areas should have direct access to bathrooms. Age-appropriate bedding, including folding, portable cribs or playpens should be made available.

A safe space for breast-feeding women is provided so they may have privacy and a sense of security and support (this can include a curtained off area or providing blankets for privacy).

Toilets:
Toilets are provided at a number that prevents excessive wait times. In addition, sanitation and health considerations must be made to ensure that the facilities are fit for use. Supplement existing facilities with portable units as necessary. Portable units should be placed within the facility layout in a manner that considers those who may have accessibility issues and/or medical and functional needs.

> Separate facilities should be made available for each gender and should be well lit to ensure security.

> On average, one toilet for every 20 persons will meet the needs of the mega-shelter population. Consideration should be given to calculating restroom needs for women separately from men because of the additional need for toilets.

Hand washing and lavatories:
Adequate hand-washing stations must be available to meet the health and sanitations needs of the mega-shelter population. Hand-washing stations should be located with: restrooms, food preparation areas, dining areas, child respite areas, clinical/medical areas, and isolation areas, if applicable. Hand-washing stations should be equipped with anti-bacterial soap, disposable towels and

warm water if possible. Supplement existing facilities with portable units as necessary and place them within the facility layout in a manner that considers those who may have accessibility issues and/or medical and functional needs.

> If hand-washing stations are connected to shower or toilet facilities, separate stations should be made available for each gender and should be well lit to ensure security.

> On average, one hand-washing lavatory for every 20 persons will meet the needs of the mega-shelter population.

Showers/bathing:
Each mega-shelter resident should have an opportunity to have a 15-minute shower once per day. Adequate facilities should be maintained to meet the demand. If showers are not available, provide transportation to another facility on a regular basis or supplement existing facilities with portable units as necessary and should be placed within the facility layout in a manner that considers those who may have accessibility issues and/or medical and functional needs.

> Separate facilities should be made available for each gender and should be well lit to ensure security.

> Privacy allowances (e.g. shower curtains) should be considered allowing individuals to maintain dignity.

> An approximate ration of one shower for every 25 persons will meet this need. More showers should be allotted for women than for men.

> Basins and supplies for bathing infants are provided as soon as possible after needs are identified.

Laundry:
In extended mega-sheltering situations, laundry services should be made available to residents through on-site or off-site facilities. Laundry facilities should also be available in numbers sufficient to accommodate the needs of those agencies also requiring laundry services, such as the washing of dormitory blankets.

Building Maintenance and Engineering:

Mega-shelter facilities must be in compliance with public law relative to serving persons with disabilities.

Accommodations for persons with disabilities, those with health or mental health conditions, and for children and the elderly, are made whenever possible. Other

resources should be identified to accommodate individuals who require additional assistance.

Availability of an alternative power supply capable of running facility components, including light and sound systems, cooking facilities, and necessary medical equipment is recommended to ensure the safety and security of the mega-shelter.

Additional considerations of structural integrity, location, parking and back up energy supply should always be made when selecting a mega-shelter facility to be used during a disaster.

Mega-shelter management has pre-established evacuation plans and is prepared to execute them if the need arises. A contingency plan is established in the event of a loss of electrical power, loss of potable water, or loss of plumbing.

Transitioning and Recovery:

Considerations as to the transition of shelter residents to more permanent housing are made at the onset of the mega-sheltering operation.

Advanced closing notification is required. It is appropriate to give notice at least 48 hours prior to closure.

Requirements for the transition of the facility from a mega-shelter back to its general purpose should be considered at the onset of the mega-shelter's operation.

Medical Services:

Designated space for medical sheltering should be considered within the mega-shelter environment. Allocate 100–120 square feet of usable space per person for post-disaster infirmary areas.

Toilets and lavatories for designated medical and isolation areas with bed-ridden persons should be calculated at a ratio of one to every ten persons.

Hand-washing stations should be provided in patient examination and care areas.

Medical isolation areas should also be designated away from the general mega-shelter population and communal areas in order to prevent the spread of communicable diseases and ensure the privacy of those persons being treated. Infection control measures should be established as necessary for those entering and leaving isolation areas (e.g. hand washing, gowning, respiratory protection).

Procedures should be established to ensure that medical services delivered by multiple service providers within the mega-shelter are appropriate and complementary. Unified command structures should ensure that cross-agency communication and information sharing is established to ensure that medical services provided are not duplicated.

Procedures should be established for disease surveillance within the mega-shelter environment by health authorities. A log book to track medical complaints of contagions or communicable diseases should be established.

Maintenance of hospital quality hygiene and sanitation of medical areas is required. The Centers for Disease Control and Prevention (CDC) and Occupational Safety and Health Administration (OSHA) protocols for medical cleaning and medical waste disposal should be maintained at all times while the facility is open and medical services are being rendered to ensure the safety and health of the shelter population and staff.

Medical spaces should be clearly marked to indicate the procedures for receiving services, and the rights and responsibilities of those being served. Areas that are off limits should be clearly marked and appropriate security and monitoring should be provided to ensure the safety of all persons and equipment.

When a client enters a mega-shelter, an initial intake process is used to determine if there are acute emergency medical needs or if special accommodations or referrals are required.

Hygiene and Sanitation:

A hygienic environment is promoted throughout the mega-shelter.

All mega-sheltering areas should follow hyper-cleaning procedures to prevent the spread of infectious diseases. Custodial and janitorial staffs are critical in the maintenance of these standards and in ensuring the health of mega-shelter residents and staff. All custodial and/or janitorial staff should be trained in effective hyper-cleaning techniques and know how to properly use anti-microbial and disinfecting agents.

Hyper-cleaning requires the use of anti-microbial cleaning agents be used to disinfect all dining, toilet, shower, hand-washing, and lavatory facilities at least once every two hours in a continual 24 hour period, for the duration that the shelter is open to ensure cleanliness and minimize the spread of communicable diseases in the mega-shelter environment.

Cleaning crews should perform the other normal and customary restroom cleaning normally done by facility staff in addition to the hyper-cleaning techniques throughout the 24 hour cycle.

Cleaning crews should clean the following surfaces using the hyper-cleaning techniques 12 times per day, even when they appear to be clean, while the mega-shelter is in operation:

- Partitions
- Doors and door knobs
- Counters and face bowls
- Floors, including around and in back of toilets and urinals
- Trash cans inside and out each time the liner is changed
- Complete cleaning of urinals and toilets, inside and out
- Diaper changing stations
- Hand towel surfaces
- Faucets
- Shower stalls, knobs, curtains and/or doors

Custodial staff should also be monitoring shower facilities for dirty towels, excess water spills, and other hygiene and safety issues regularly.

Custodial and janitorial staff should be trained in how to protect themselves while handling trash, hazardous waste, chemical or bodily fluid spills, and medical waste. Appropriate equipment should be provided to custodial and janitorial staff, and they should be properly trained in their use.

Cleaning crews should be scheduled at a sufficient number to be able to follow the two-hour hyper-cleaning rotation for the length of the mega-sheltering operation. Appropriate checks should be made to ensure that the work is being completed as required.

Some mega-shelter areas require cleaning and sanitation at a minimum of once a day to limit the spread of contagions and communicable diseases. These include, but are not limited to, the following:

- Handrails, including escalators
- Water fountains
- Public telephones
- Walls, up to eight feet high
- Resident living areas
- Children's respite areas
- Photocopier control panels
- Computer keyboards
- Floors and steps
- Exterior sidewalks near the facility

Waste:
Considerations for sewage and other waste should be made.

Disposal systems should be able to process at least 1.5 gallons of human waste per person per day.

Storage and removal of solid waste in the amount of 5 lbs per person per day should be estimated.

Considerations for medical waste should be made and processes established for the safe disposal of medical waste. This should include the availability of the appropriate number of sharps containers and signage which clearly marks medical waste disposal areas. CDC and OSHA guidelines for hospital medical waste disposal should be followed at all times while medical services are being rendered and the mega-shelter facility is open. Storage and removal of medical waste will vary depending upon the type of disaster and needs of the mega-shelter population.

Appropriate waste receptacles should be provided for feminine hygiene waste and other non-flushable toiletry items.

Waste receptacles should be adequate to allow for proper collection and emptied every two hours during activity hours to prevent overflow and the spread of contagions. A minimum of one 50-gallon container with lid and eight plastic bags for every 25 persons per day is recommended. Use recycling stations to reduce waste loads and supplement waste receptacle capacity.

Depending upon the type of disaster, persons entering the shelter may be contaminated by environmental or other pollutants. Measures should be taken to properly collect and dispose of any contaminated clothing. Temporary or replacement garments should be made available.

Spills involving blood should be cleaned by appropriate personnel who have specialized training in the safe disposal of bio-hazardous waste. Basic training may be provided to staff in appropriate safe-cleanup techniques of bio-hazardous materials where appropriate.

Babies and small children have particular needs in a mega-sheltering environment. Considerations should be made regarding designated diapering areas, bottle washing, waste disposal, and hyper-cleaning of these areas.

Staffing:

All mega-sheltering staff should have received training and possess appropriate qualifications to perform their tasks.

Mega-shelter facility management and staff will follow a unified incident command system that will include the multiple agencies and organizations offering services within the mega-sheltering environment.

Appropriate span of control ratios should be incorporated into the staffing structure and unified command system. Typically, a ratio of one manager to nine subordinates is appropriate. It is recommended this same ratio be applied for supervisors to lead workers and for lead workers to workers (staff).
Clearly defined reporting structures should be identified as soon as possible and each agency within the mega-sheltering environment should be made aware of the appropriate chain of command within the unified command system.

Generally, the management team will be relatively constant for any size of mega-shelter. The supervisory staff will vary based on the span of control recommended above, which will in part be impacted by the size (population) of the mega-shelter. For the start of operations for a mega-shelter and the initial phases of its operation, a staffing ratio of one staff (worker or lead worker) per every fifteen persons (1:15) may be required per shift. Additionally, this will be impacted by the number of functions or services involved in the mega-shelter's operation. As the scale of the mega-shelter stabilizes and establishes a routine, staffing ratios should be adjusted appropriately. The night shift operation of a mega-shelter for some functions may require less staffing based on the level of service necessary.

See the Mega-Shelter Staffing Matrix for specific staffing details of each function within the mega-shelter.

Staff schedules to support 24 hour operations should ideally follow three 9 hour shifts per 24 hour period for the duration that the mega-sheltering operation is open. In cases where this cannot be accommodated, two 12 hour shifts per 24 hour period will be sufficient. It is critical that staffing schedules take into consideration the full 24 hour period (day and night) for the entirety of time the mega-shelter facility is open and rendering services.

To meet the breadth of health/medical needs, a mega-shelter should be staffed with health professionals with a variety of medical knowledge and expertise, including but not limited to: basic first aid, triage, trauma and emergency care, mental health and psychological first aid, pharmaceutical assistance and medical assistance for those with chronic conditions.

Medical staffing may be provided by multiple agencies and organizations within the mega-sheltering environment. Following a unified command system is critical in effective operation of the overall medical services rendered.

244

Comprehensively, medical staffing should have at least one health and one mental health worker per 200 mega-shelter residents. Recognize demographic factors, such as the number of children. Adjustments may be made at night with consideration of the needs of the mega-shelter population.

Medical staffing must be fully certified and possess appropriate qualifications, licensing, and other documentation required for the tasks to be performed.

Staffing needs may be supplemented by the general population of the mega-shelter. Volunteers may be used in community policing to supplement non-essential security staff, which may be difficult to obtain regularly in the mega-shelter environment. Shelter residents may also volunteer to support custodial, feeding, and other services where no privacy concerns or special trainings are required.

Feeding:

Snacks and beverages should be available at shelters as soon as they are open or as practical and safe. A meal should be served within 4 hours or within the next traditional meal time (e.g., 6–8 am; 11 am–1 pm; 5–7 pm). A hot meal should be provided within 24 hours of opening.

Snacks are made available to shelter residents 24 hours per day.

A designated dining area is established. Food is not permitted outside this area.

All persons in want of food provisions are served without distinction of any kind.

Forecast the projected demand following the initial 24–48 hours.

Food distribution is responsive, transparent, and equitable.

Meal times are posted in advance with consistent, daily meal schedules.

Food donated by individuals is not accepted. All in-kind donations of prepared (cooked) food must be from commercial vendors or recognized partner agencies, in appropriate sizes and quantities.

Mega-shelter kitchen spaces follow local sanitation codes and personnel follow safe food handling procedures.

All kitchen units abide by local, State, and Federal sanitation codes.

All food preparation and service meet the guidelines of the local health department on safe food handling.

All staff have received requisite training, including safe food handling, and possesses appropriate qualifications to deliver feeding services.

Adequate restrooms and hand-washing stations are provided at feeding sites.

Food temperatures are kept within an appropriate range to preserve their quality. Store and maintain food outside the temperature danger zone (TDZ) of 41° F and 135° F. Prepared food held within the TDZ longer than 4 hours must be discarded. Ensure that hot foods stay hot (above 135° F) and cold foods stay cold (below 41° F).

Consistent with individual needs and dietary recommendations provide a daily diet of at least 2,000 calories with sufficient amounts of vitamins and nutrients (based on Federal nutrition guidelines).

Age appropriate and nutritious food (including baby formula and baby food) and snacks are available.

Standard serving sizes for meals are 8 oz. entrees, 6 oz. side dishes and 6 oz. dessert, measured in volume.

Ensure that meals served meet the cultural, ethnic, religious and dietary needs of the affected individuals within 36 hours.

Water:

Potable water is supplied in a sufficient amount to meet the need of the mega-shelter operation, including both clients being served and volunteers and staffing within the shelter. Considerations should be given to additional supply demands created by cleaning and sanitation, food service operations, laundry, drinking, bathing, and other hygiene and sanitation purposes.

The average overall use of water per person in the United States is 50 gallons per day.

Water quality must meet all applicable Federal, State, and local sanitation standards.

In the event that the normal supply of water is contaminated or interrupted, organizations may initiate distribution of bottled water, the quality of which should meet all applicable health standards.

246

On-site Donations Management:

A dedicated space, separate and distinct from all other mega-shelter activities, needs to be allocated for on-site donations. This space must be accessible to the public and must be located in close proximity to a securable storage area.

There are certain conditions donations must meet in order to be appropriate for relief efforts.

Donations must meet an identified need.

Large, bulk donations of products should match specific quantities. Efforts will be made to provide an equitable distribution of disaster supplies and to only accept products donated in quantities large enough to support the needs of all or most of the affected population.

Whenever possible, product should be received on pallets and shrink-wrapped to facilitate sorting and ensure fast equitable distribution.

Only accept products that are in good condition and that are not expired. Be careful about accepting used items because it is difficult to ensure their quality.

Do not accept products that are not familiar to the affected population, or products that are not appropriate due to cultural or religious considerations. Certain items can also be inappropriate for particular climates.

Children's Temporary Respite Care Areas:

Temporary respite care for children provides temporary relief for children, parents, guardians or caregivers. It is a secure, supervised, and supportive play experience for children. When placing their child or children in this area, parents, guardians, or caregivers are required to stay on-site in the shelter or designate a person to be responsible for their child or children, who shall also be required to stay on-site. In cases where temporary respite care for children is offered, the following practices and indicators shall apply:

Temporary respite care for children is provided in a safe, secure environment following a disaster.

Temporary respite care for children is responsive and equitable. Location, hours of operation, and other information about temporary respite care for children is provided and easy for parents, guardians and caregivers to understand.

All local, State, and Federal laws, regulations and codes that relate to temporary respite care for children are followed.

The temporary respite care for children area is free from significant physical hazards and/or architectural barriers and remains fully accessible to all children.

The temporary respite care for children area has enclosures or dividers to protect children and ensure that children are supervised in a secure environment.

The temporary respite care for children area is placed close to restrooms and a drinking water source; hand-washing and or hand sanitizer stations are available in the temporary respite care for children area.

Procedures are in place to sign children in and out of the temporary respite care for children area and to ensure children are only released to the parent(s), guardian(s), caregiver(s) or designee(s) listed on the registration form.

All documents—such as attendance records and registration forms (which include identifying information, parent, guardian or caregiver names and contact information), information about allergies and other special needs, injury and/or incident report forms—are provided, maintained, and available to staff at all times.

Toys and materials in the temporary respite area are safe and age appropriate.

Prior to working in the temporary respite care for children area, all shelter staff members must receive training and orientation. In addition, such staff must successfully complete a criminal and sexual offender background check. Spontaneous volunteers are not permitted. When inside the temporary respite area, staff shall visibly display proper credentials above the waist at all times.

When children are present, at least two adults are to be present at all times. No child should be left alone with one adult who is not their parent, guardian or caregiver.

All staff members must be 18 years or older. Supervision of the temporary respite care for children area is provided by a staff person at least 21 years of age.

An evacuation plan will be developed with a designated meeting place outside the center. The evacuation plan will be posted and communicated to parent(s), caregiver(s), and guardian(s) when registering their child.

The child to staff ratio is appropriate to the space available and to the ages and needs of the children in the temporary respite care for children area at any time.

Children are observed for signs of illness and referred to medical services for evaluation. Consent is obtained from parent, guardian, or caretaker whenever possible.

Children are observed for signs of emotional stress and referred to mental health professionals. Consent is obtained from parent, guardian, or caretaker whenever possible.

Communication and Information:

Signage is posted clearly throughout the facility indicating the rules of the mega-shelter, identifying the various resources and agencies available, and providing assistance information such as essential phone numbers, location of exits, etc.

Information should be posted in appropriate languages and accessible formats to ensure effective communication.

Areas where public access is not permitted will be clearly marked.

Communication and information sharing methods should be established utilizing a unified command system.

Establish points of contact for local and Federal agencies and organizations within the mega-shelter. Contact information should be verified and updated regularly.

Technological protocols for communication and information sharing and exchange will be established to ensure accessibility and universality for all who are working in and using the mega-shelter facility. Facilities management will arrange for an independent third-party Internet service provider (ISP) to establish this service.

Considerations for components such as computers, telephones, fax machines, Internet, cellular and satellite phones, and network systems should be made as quickly as possible to avoid delays in provision of services which require such devices.

Mega-Shelter Planning Guide.docx   249

The maximum capacity for the network should be known and user codes, access codes, system designs, and compatibilities should be shared and available to facilitate the set up and operation of any technology requiring switching, networking, or inter-operability and to reduce the time and resources used.

Accommodations for agencies and organizations that require secure network access, firewalls, etc. should be made. This may include additional space for equipment and material storage.

Facilities management will establish policies for agencies and organizations wishing to join the network infrastructure.

When possible, a free wireless system for residents and staff should be established with Wi-Fi capability.

Safety:

Facilities management will ensure that all resident, staff, and other publicly accessible areas are well lit and clear of debris and other potentially harmful materials.

Safety personnel should be qualified, trained and, if possible, certified in safety and security practices. Multiple agencies may contribute to the overall composition of the safety personnel, which should be coordinated through a unified command system.

Safety personnel should always be easily identifiable by the public, staff, and residents of the mega-shelter.

Entry and exit points will be clearly labeled. Safety personnel will be assigned to monitor and assist with general safety and security within a specific zone and will be visible and identifiable to residents and staff while on duty. Entry and exit points will be monitored 24 hours a day, for the duration of the mega-sheltering operation.

Efforts will be made to limit the number of entry and access points to the mega-shelter. Appropriate access points will be clearly labeled. Considerations will be made to ensure that those with accessibility issues can be accommodated.

Entry and access points for staff and volunteers will be separate and clearly identified as such.

Dormitory rules will be clearly posted for residents and staff to view. Accessible formats for those with communication disabilities will be made available.

Safety personnel will be assigned at a ratio necessary to provide supervision and availability to persons in the dormitory on a continual 24 hour basis for the duration of the mega-sheltering operation.

Staffing ratios may need to be adjusted given the time of day or night or due to any heightened safety or security risk.

Dormitory safety is primarily the responsibility of the resident. Considerations should be made to enable residents to take care of themselves, their property, and family.

Equipment, materials and supplies will be secured when possible in designated non-public access areas. Safety personnel may be assigned to monitor these areas on a rotational basis.

Procedures for accessing equipment, materials, and supplies within these areas should be established.

Sensitive areas pertaining to medical services, pharmaceuticals, medical equipment, and medical isolation areas will be staffed with safety personnel to monitor and mitigate any additional risks that may arise.

Staff working in those areas must possess appropriate qualifications, certifications, licenses, and background checks.

Children's areas will be staffed only with personnel who have been properly trained and who have passed a background check. Additional safety personnel will monitor these areas. Parents are ultimately responsible for the safety and security of their children in a mega-shelter child care space and other facility areas.

Bathrooms, showers, and lavatories may pose a higher risk for residents. Areas around should remain well lit, clear of debris, and clear of water spills and be monitored regularly.

Perimeter controls should be considered. Internal perimeter controls and external perimeter controls should be identified and implemented.

Record Keeping:

Procedures and policies will be developed to track records, billing, and other administrative accountability needs. Proper documentation and record keeping are essential to the facility's adherence to the FEMA guidelines for reimbursement. It will also facilitate coordination with the multiple agencies operating within the mega-sheltering operation.

Documentation in both written and visual formats should be done to protect the facility and partner agencies from liability, to facilitate reimbursement, and to provide a historical record of the event.

Other Considerations:

Space and procedural considerations for other services, including but not limited to media, traffic and parking control, partnering, planning and mitigation should be designed and implemented.

Diapers are available for infants and children as soon as possible after needs are identified. General guidelines suggest that infants and toddlers need up to 12 diapers a day.

APPENDIX E
Mega-Shelter Framework

For effective mega-shelter planning within a community, it is crucial that the various stakeholders and venue management determine the operational structure, table of organization, and roles and responsibilities for the shelters prior to a disaster incident. All involved agencies must be included in the planning of mega-shelters so that all identified parties understand their roles and responsibilities and those of the other agencies.

IAVM facilities and their management, in conjunction with the American Red Cross, have an integral role to serve in planning for and operating mega-shelters. This planning will significantly benefit the impacted community. To assist venues in this process, IAVM, in conjunction with the Red Cross, has developed a Mega-Shelter Framework (a worksheet list of roles for assignment of specific responsibility), which is included in this appendix. This document is intended to facilitate discussions that will help establish the relationship and build a framework for the operation of a mega-shelter.

The venue manager can use these to begin or enhance their planning for mega-shelter operations at their facility. The venue manager can also take advantage of the Red Cross' significant sheltering expertise and the professional expertise of other service agencies by including their local Red Cross Chapter and the other local agencies in the mega-shelter planning process.

Building a framework for the operation of a mega-shelter in your community will list the key resources, human and physical, that are necessary to operate a mega-shelter and identify the organizational and the service providing responsibilities.

Instruction On How To Use:

This Mega-Shelter Framework document is an example and does not contain a complete list of the human and physical resources that need to be considered. It is organized by the service functions use within the Mega-Shelter Planning Guide's ConOps.

The Framework is organized to identify the 24 ConOps functions as:
- Core: Those functions that every mega-shelter will (probably will) need.
- Situational: The need or situation-based functions that may be required in a mega-shelter based on location, situation, demographics, size, projected length of operations, and the like.
- Operational: The functions that may be necessary to support the operations of a mega-shelter.

These designations are provided to assist those planning to understand the priorities of the numerous mega-shelter functions and address the fact the scope of a mega-shelter's operation is made up of components that will need to be implemented based on the situation. Planning for all is important; implementation will be based on need.

Key Steps:

1. Identify the 'coordinating' entity that will provide management oversight and have responsibility for each activity or functions within the 24 listed ConOps services. An important distinction is separating the management responsibility from the service providing roles. List the organization "Coordinating Entity, Management Oversight & Responsibility …" in the column so labeled.

2. Identify the 'primary' organization that is capable and has been selected to provide each activity or function. Consider knowledge, skill, experience, resources available, etc. in this process. List the selected organization in the column "Primary Entity." This could be the same or different agency than the coordinating entity with management responsibility.

3. Identify the "Supporting Entities" that will, may, or could be involved or called upon. Supporting entities provide assistance, have specific capabilities or resources, and can serve as alternative or backup service and resource providers. List all who are involved in the "Supporting Entity" column.

4. In the "Possible Source" column, list agencies, companies, organizations, and other sources that may be called upon to become involved in, support, or supply the operation of a mega-shelter in your community.

5. Add additional lines for human resources and physical resources the planning group identifies and deems appropriate. The list provided is as an example and is intended to be expanded upon and adjusted.

6. The Excel Spreadsheet template for the Framework is available on: IAVM.org/Center for Venue Management Studies menu/Mega-Sheltering page. http://www.iavm.org/CVMS/mega_sheltering.asp

		Version January 2010						
	City:	*Insert name of city here*	Venue Name:	*Insert venue name here*				
		ROLES & RESPONSIBILITIES			**Coordinating Entity**	**Primary Entity**	**Supporting Entity**	**Possible Source**
		Defining components of a mega-shelter:						
			* Activated by the local, state or federal government					
			* Multi-agency coordination and management					
			* Large, non-conventional sheltering facility, generally used for public assembly such as an arena, convention center or stadium, or fair building					
					Management Oversight & responsibility for this function	Principle service delivery agency for this function.	Assistive role. Has specific capabilities & resources.	
		Core Functions are those that every mega-shelter will need.						
		Situationally Based Functions						
		Operationally Based Functions						
Core	1	**Client Registration**		*Service coordination and support of the registration process will be required with Traffic and Parking, Security, and Medical Triage.*				
	1.01		Human Resources:	Security personnel/police				
	1.02			Crowd control staff				
	1.03			Registration staff				
	1.04			Health & needs assessment staff				
	1.05			Roving registration staff				
	1.06			Interpreters				
	1.07			Set-up & tear down labor				
	1.08							
	1.09		Physical requirements:	Tables & chairs				
	1.10			Power				
	1.11			Computers				
	1.12			Technology requirements - communications and data				
	1.13			Trash cans				
	1.14			HVAC/fans/heaters				
	1.15			Barricade/rope & stanchion				
	1.16			Signage				
	1.17			Megaphones				
	1.18			Water/snacks				
	1.19			Portable Toilets				
	1.20			Hygiene and personal cleanup system (for pre shelter entry)				

255

Core	2.00	**Facility Management**						
	2.01		Human Resources:	Facility Manager				
	2.02			Operations staff				
	2.03			Record/log keeping staff				
	2.04			Financial record keepers				
	2.05			General labor				
	2.06			Administrative staff - contracts				
	2.07			Translation & language assessment resources				
	2.08			Code compliance - fire & safety, public health				
	2.09		Physical Resources:	Forklifts, pallet jacks, hand trucks				
	2.10			Keys				
	2.11			Fuel for equipment				
	2.12			Tables and chairs, etc.				
	2.13			Signage				
Core	3	**Security & Building Access Control**		*Security and building access control is active and involved in many components of mega-sheltering. For example, there is an entry search process that occurs during registration that is included under this function.*				
	3.01		Human Resources:	Exterior perimeter control				
	3.02			Access control - searchers				
	3.03			Interior security				
	3.04			Control Points and entries				
	3.05			Sensitive areas				
	3.06			Patrols				
	3.07			Greeters at Perimeter entry				
	3.08			Service entrances				
	3.09			Crowd control staff				
	3.10			Set-up & tear down labor				
	3.11		Physical Resources:	Tents/shade cover				
	3.12			Security plans and guidelines				
	3.13			Magnometers				
	3.14			Wands				
	3.15			Barricade/rope & stanchion & chain				
	3.16			Signage - direction and trail blazing				
	3.17			Signage - rules and procedures				
	3.18			Megaphones				
	3.19			Tables for search				
	3.20			Trash cans				
	3.21			Water /snacks				
	3.22			Portable toilets potties 1/40				

Core	4	**Parking & Traffic Control**		*Parking and Traffic Control provide support for many of the activities in a mega shelter.*				
	4.01		Human Resources:	Traffic control officers				
	4.02			Parking directors - auto parking				
	4.03			Bus loading/unloading zones				
	4.04			Accommodations for persons with disabilities				
	4.05			Set-up & tear down labor				
	4.06							
	4.07		Physical Resources:	Radios				
	4.08			Reflective vests				
	4.09			Flashlights				
	4.10			Traffic cones				
	4.11			Caution tape				
	4.12			Barricade				
	4.13			Signage				
	4.14			Trash cans- Internal (facility), external dumpsters				
	4.15			Portable toilets				
	4.16			Megaphone or PA capabilities				
Core	5	**Public Information/Public Affairs/Media Relations**		*Includes: dissemination of information to public; management of media relations; facilitation of VIP tours; controlling media access to clients and to specific areas; organizing press briefings &*				
	5.01		Human Resources:	Public Information Officers				
	5.02			Public affairs staff				
	5.03		Physical Resources:	Press Room: riser, lectern, microphone, sound system, chairs, camera platform, mult (audio distribution) box				
	5.04			Media room w/ phones & internet access				
	5.05			Media parking area				
	5.06			Joint Information Center (JIC): tables, chairs, telephones, internet access				
	5.07			Joint Information Center (JIC) Pan and operating procedure				

Core	6	**Dormitory Management**						
	6.01		Human Resources:	Shelter Manager				
	6.02			Dormitory Manager - per area				
	6.03			Resident dormitory supervisor				
	6.04			Shelter supervisors				
	6.05			Dormitory staff				
	6.06			Customer care services - for residents				
	6.07			Set-up & tear down labor				
	6.08			National Shelter System (NSS) support staff				
	6.09		Physical Resources:	Cots				
	6.10			Blankets				
	6.11			Comfort kits				
	6.12			Signage				
	6.13			First aid supplies				
	6.14			Administrative office area- sufficient size for individual work stations to incl. tables, chairs, telephones, internet access, fax machine, copier				
	6.15			Staff dorm room (minimum 600s.f.),				
	6.16			Staff break room (minimum 300s.f.)				
	6.17			Main dormitory area for general population				
	6.18			Separate dormitory area for families				
	6.19			Separate dormitory area for elder clients				
	6.20			Other dormitory areas				
	6.21			Space allocation / capacity plan				
Core	7	**Food Service**						
	7.01		Human Resources:	Food production staff				
	7.02			Nutritionist				
	7.03			Food service staff				
	7.04			Set-up & clean-up				
	7.05			Public health - food safety inspectors				
	7.06			Volunteer / 1rst Responder meals				
	7.07							
	7.08		Physical Resources:					
	7.09			Feeding Manager Administrative area, adjacent to kitchen area, including:				
	7.10			Desks & chairs				
	7.11			Phones				
	7.12			Internet access via wireless or wired network access				
	7.13			Computer & printer				
	7.14			Cooking, heating & serving equipment & utensils				
	7.15			Refrigerators & freezers with sufficient capacity for three day supply of commodities				
	7.16			Dry boxes/food storage area				
	7.17			Material handling equip (forklifts, pallet jack & chain,				
	7.18			Commodities, sufficient for three days @ three meals / day				
	7.19			Infant food & formula				
	7.20			Service wares (i.e. utensils, plates, bowls,...)				
	7.21			Operating supplies				

Core	8	**Public Health, Medical & Mental Health Services**					
	8.01	Human Resources:	Medical Director				
	8.02		Licensed professional health care workers				
	8.03		Licensed professional mental health care workers				
	8.04		Medical Clinic team				
	8.05		Triage teams				
	8.06		Medical transport				
	8.07		Field pharmacy				
	8.08		Set-up & tear down labor				
		Physical Resources:					
	8.09		Private, separate clinic area for medical services				
	8.10		Private clinic area for mental health services				
	8.11		Private area for infirmary				
	8.12		Medical supplies				
	8.13		Medical waste disposal				
	8.14		Cots/specialized medical beds				
	8.15		Pharmaceuticals				
	8.16		Medical Equip - wheelchairs & lifting devices,…				
	8.17		Automated external defibrillators				
	8.18		Ice				
	8.19		First Aid supplies				
Core	9	**Spiritual Care**					
	9.01	Human Resources:	Coordinator				
	9.02		Spiritual care providers				
	9.03	Physical Resources:	Space for a quite area				
	9.04		Tables & chairs				
	9.05		Liturgical items (e.g. candles, prayer books)				
Core	10	**Children's Areas**					
	10.01	Human Resources:	Credentialed child care personnel				
	10.02						
	10.03	Physical Resources:	Space away from general population for: children's temporary respite area; recreation area(s) - separate areas for specific age ranges; family friendly area; diaper changing area; bottle washing area; breast feeding area				
	10.04		Diapers				
	10.05		Changing stations & supplies				
	10.06		Bottles & related supplies				
	10.07		Toys, games, books				

Core	11	**Emergency Household Pet Sheltering Liaison**					
	11.01		Human Resources:	Vet or animal care takers			
	11.02			Walkers, etc.			
	11.03			Security			
	11.04			Cleanup staff			
	11.05			Set-up & tear down			
	11.06		Physical Resources:	Area close, downwind, completely separate from general population w/ ventilation & heating/cooling			
	11.07			Pet crates			
	11.08			Pet food			
	11.09			Food & water bowls			
Situation	12	**Entertainment/Recreation**					
	12.01		Human Resources:	Entertainers			
	12.02			Supervisors / monitors			
	12.03			Technicians			
	12.04						
	12.05		Physical Resources:	Televisions			
	12.06			Computers w/ internet access			
	12.07			Video Games and equipment			
	12.08			Furniture			
	12.09			Radios			
	12.10			DVD players & DVDs			
	12.11			Board games, playing cards, books, toys			
	12.12			Outside games: Sidewalk chalk,...			
	12.13			Sports Equipment, balls, etc.			
	12.14			Basketball courts, recreation areas, aerobic center			
Core	13	**Information Technology**					
	13.01		Human Resources:	Installation staff for phone lines, internet, repeaters, satellites,...			
	13.02			Command Center staff			
	13.03			IT staff			
	13.04			Tear-down staff			
	13.05						
	13.06		Physical Resources:	Two-way radios			
	13.07			Cell phones			
	13.08			Command Center			
	13.09			Technology requirements			
	13.10			Phones for clients' use			
	13.11			Computer center for clients' use w/ internet access			
	13.12			Message center - electronic signage			
	13.13			Public address systems			
	13.14			Battery charging - redundant power supply, extra batteries			
	13.15			Incident tracking software			
	13.16			Fax machines			

Operations	14	**Recovery Info & Resident Messaging**		*Includes: creation of newsletters & flyers; announcements; coordination of resident shelter meetings*				
	14.01		Human Resources:	Information management staff				
	14.02			Public relations staff				
	14.03			Foreign language translators				
	14.04			Sign language interpreters				
	14.05		Physical Resources:	Bulletin Boards				
	14.06			Phones				
	14.07			Computers - w/ Internet connections				
	14.08			Local newspapers				
	14.09			Televisions & radios				
	14.10			Electronic billboards aka scoreboards				
	14.11							
Operations	15	**Family Reunification**		*Includes: helping those affected by disaster reconnect with family members; connecting with other agencies that provide family reunification services.*				
	15.01		Human Resources:	Staff to assist with resident registration				
	15.02		Physical Resources:	Computers w/ internet access				
	15.03			Telephones or cellular phones				
Operations	16	**Janitorial**						
	16.01		Human Resources:	Janitors				
	16.02			Custodians				
	16.03			CDC/Public Health Specialist, for coordination				
	16.04		Physical Resources:	Showers/toilets/sinks				
	16.05			Soap, toilet paper, paper towel				
	16.06			Cleaning Supplies				
	16.07			Cleaning Equipments (i.e. mops, buckets, brooms,...)				
	16.08			Towels				
	16.09			Trash cans & dumpsters				
	16.10			Trash bags				
	16.11			Laundry support				
	16.12			Power washer - equipment or service				
	16.13			Bio/medical cleanup kits				
	16.14							

261

Operations	17	**Building Maintenance & Engineering**					
	17.01	Human Resources:	Mechanical engineers				
	17.02		Electrical engineers				
	17.03		Electricians				
	17.04		Plumbers				
	17.05		Carpenters				
	17.06	Physical Resources:	Generators & fuel				
	17.07		Utilities				
	17.08		Trade tools				
	17.09		Lighting				
	17.10						
Operations	18	**Logistical Support/Dock Management**					
	18.01	Human Resources:	Supervisors				
	18.02		General labor				
	18.03		Equipment operators				
	18.04		Inventory managers / technicians				
	18.05		Statistician - predictive modeling specialist				
	18.06	Physical Resources:	***Open Ended - based on disaster caused needs***				
	18.07		Warehouse/storage facilities				
	18.08		Fork-lifts				
	18.09		Pallet-jacks				
	18.10		Hand-trucks				
	18.11		Flat bed carts				
	18.12		Fuel for equipment				
	18.13		Signage				
	18.14		Locks/keys				
Situation	19	**Distribution of Goods**					
	19.01	Human Resources:	Laborers				
	19.02		Fork lift operators				
	19.03		Drivers				
	19.04		Security				
	19.05	Physical Resources:	Tables				
	19.06		Material handling equipment: hand truck, fork lift,…				
	19.07		Storage				
	19.08		Commodities for distribution (i.e. work gloves, cleaning supplies, rakes, shovels,…)				
	19.09		Signage				
	19.10		Distribution center				

Situation	20	Donations & Volunteer Management		*Includes: facilitation of the receipt of donated goods and services on site and spontaneous volunteers*				
	20.01		Human Resources:	Agency or organizational representations				
	20.02			Security				
	20.03			General labor				
			Physical Resources:					
	20.03			Distinctly separate area from shelter open to public				
	20.04			Tables/chairs				
	20.05			Signage				
	20.06			Storage & sorting areas				
	20.07			Receiving area				
Situation	21	Private Sector Coordination						
			Human Resources:					
	21.01			Coordinator				
	21.02		Physical Resources:	Phone/computer				
	21.03							
	21.04							
Situation	22	Laundry Service						
	22.01		Human Resources:					
	22.02		Physical Resources:	Wash/dry capability				
	22.03			Laundry bags with identification				
	22.04							
Situation	23	Transportation Services for Clients		The planning, coordination and provision of transportation services to shelter residents including shuttle services & access to public transportation.				
	23.01		Human Resources:	Schedule coordinator, supervisor				
	23.02			Crowd control				
	23.03			Vehicle operators				
	23.04		Physical Resources:	Buses				
	23.05			Vans				
	23.06			Line control equipment				
	23.07			Signage				

Situation	24	**Postal Service**						
	24.04		Human Resources:	Coordinator with US Postal Service				
	24.05		Physical Resources:	Secure postal storage area				
	24.06			Signage				
	24.07			Phone & fax lines				
	24.08			Internet connectivity				

264

APPENDIX F
Recommended Training Courses

Basic, Intermediate, and Advanced NIMS Courses:
(http://training.fema.gov/)
- IS-293: Mission Assignment Overview
- IS-700a: National Incident Management Systems, An Introduction
- IS-701: NIMS Multi-Agency Coordination
- IS-800b: National Response Framework, An Introduction
- IS-806: Mass Care, Emergency Assistance, Housing, and Human Services
- IS-808: Emergency Support Function (ESF) #8 – Public Health and Medical Services
- IS-197 EM: Special Needs Planning Considerations for Emergency Management
- IS-197 SP: Special Needs Planning Considerations for Service and Support Providers
- IS-288: Role of Voluntary Agencies in Emergency Management
- IS-10 Animals in Disaster, Module A: Awareness and Preparedness
- IS-11: Animals in Disaster, Module B: Community Planning
- IS-366: Planning for the Needs of Children in Disasters
- ICS-100: Introduction to the Incident Command System (ICS)
- ICS-200: ICS for Single Resources and Initial Action Incidents
- ICS-300: Intermediate ICS For Expanding Incidents
- ICS-400: Advanced ICS
- ICS-402: ICS for Executives and Senior Officials
- FEMA IS-630 Introduction to the Public Assistance Process
- FEMA State Mass Care Basic (Planning) course
- FEMA State Mass Care Advanced (Operations) course
- NIMS Advanced Professional Series Course G108: Community Mass Care Management

American Red Cross Courses:
(In-person classes. Contact your local Red Cross Chapters by visiting www.redcross.org.)
- Psychological First Aid (PFA) DSPSS200B - Includes PsySTART an evidence-based, disaster mental health triage tool used to rapidly assess and provide for the surge of acute and longer-term mental health needs
- Shelter Operations ARC 3068-11
- Shelter Simulation ARC 3068-12

Other:
- ServSafe® Food Safety http://www.servsafe.com/foodsafety/
- Environmental Health Training in Emergency Response (EHTER) – Introductory Level
- http://www.cdc.gov/nceh/ehs/Workforce_Development/EHTER.htm (on-line or in-person)
- Psychological First Aid course (PFA), The National Child Traumatic Stress Network http://learn.nctsn.org/course/category.php?id=11 (on-line)

- Cultural Competence Curriculum for Disaster Preparedness and Crisis Response, U.S. Department of Health and Human Services, Office of Minority Health https://cccdpcr.thinkculturalhealth.org/default.asp (on-line)

APPENDIX G
Samples and Examples

1. Conceptual Shelter Layout
2. Conceptual Shelter Layout – Arena
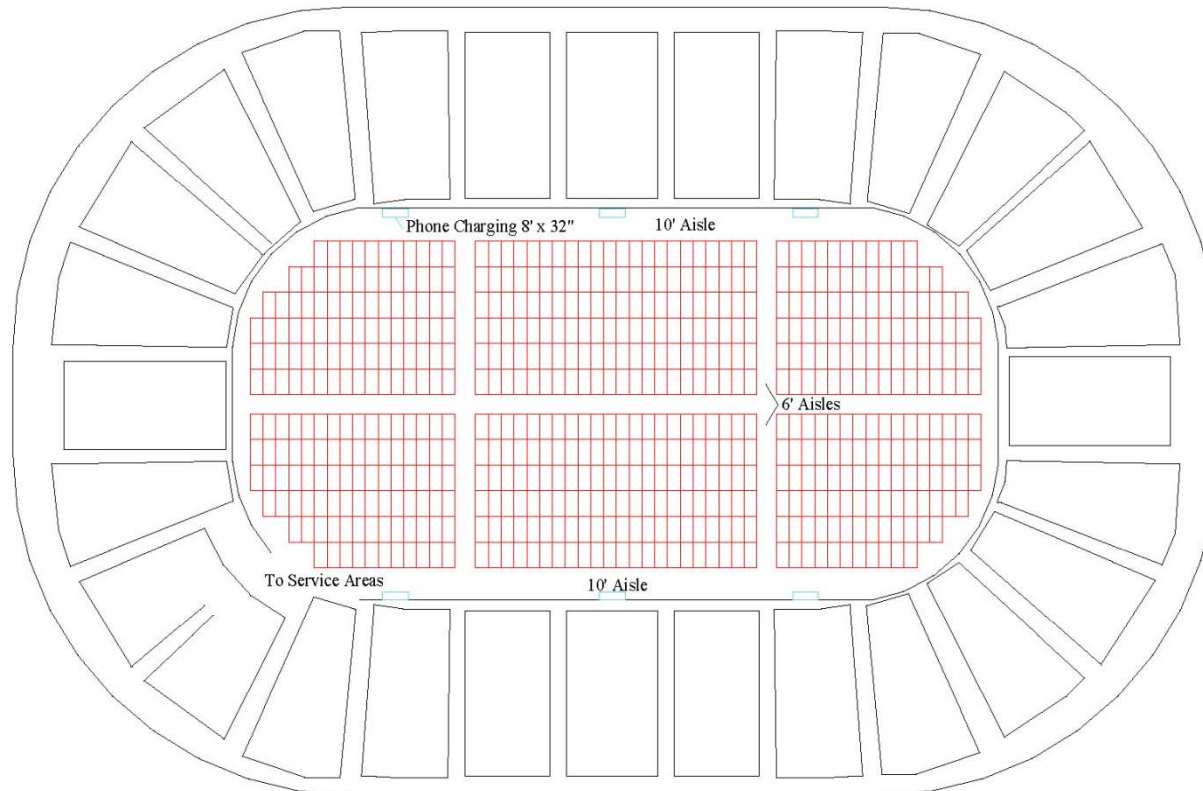3. Conceptual Shelter Layout - Stadium

1. Conceptual Shelter Layout
200,000 Square Foot Exhibition Hall
Example Capacity, 1,126 personal spaces (8 feet x 5 feet)

268
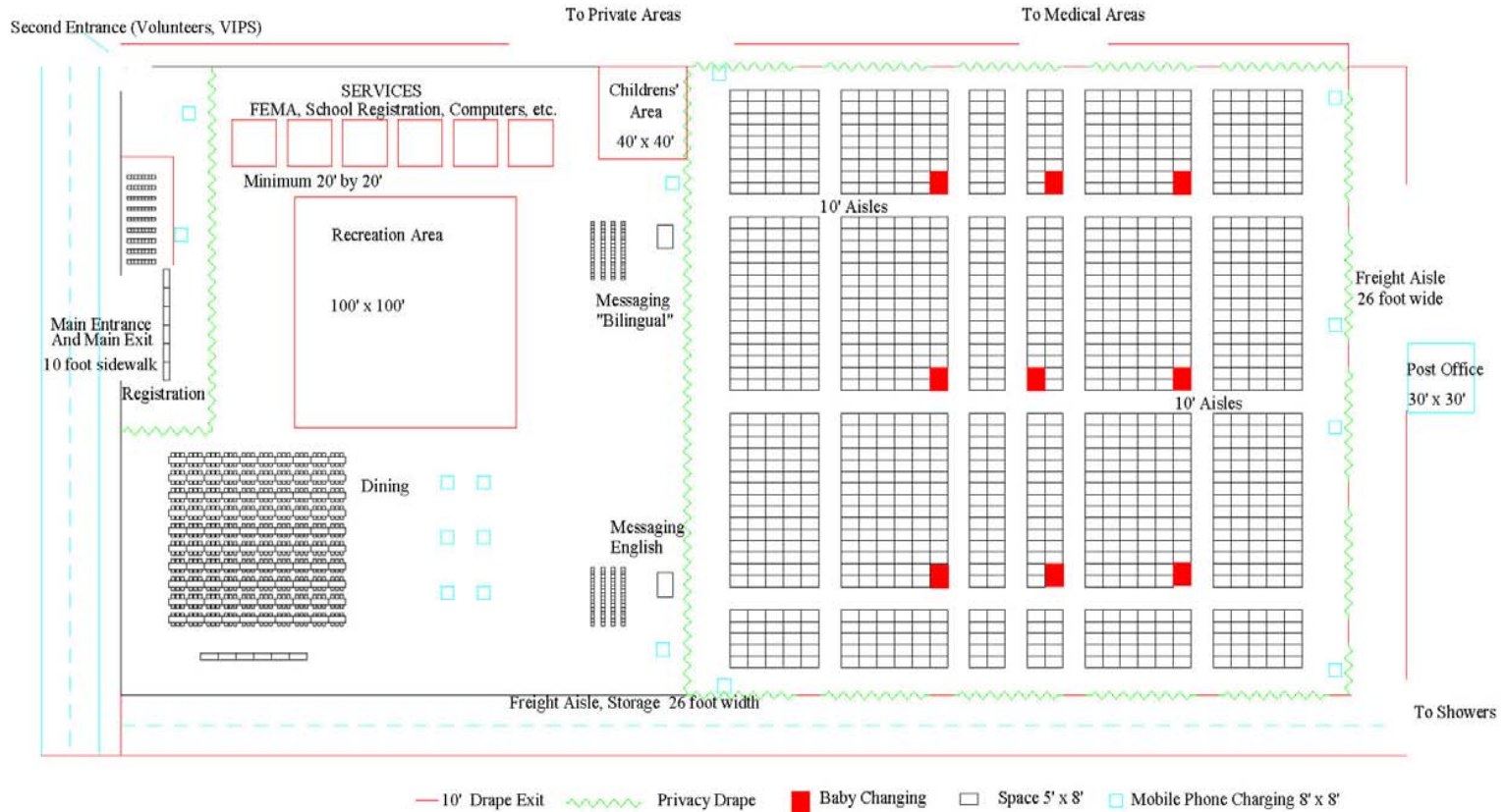
2. Conceptual Shelter Layout - Arena
30,000 Square Foot Arena Floor
Example Capacity, 612 personal spaces (8 feet x 5 feet)

3. Conceptual Shelter Layout – Stadium
92,400 Square Foot Stadium Floor
Example Capacity, 2,138 personal spaces (8 feet x 5 feet)

Approximately 92,400 square feet

To Service Areas   Phone Charging 8' x 32"   12' Aisle

6' Aisles

10' Aisle

6' Aisles

12' Aisle   To Service Areas