



# Shelter Management Plan 2025



Prepared by:



In collaboration with:



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## ACRONYMS AND ABBREVIATIONS

ARC	American Red Cross
AST	Ambulance Strike Team
Cal OES	California Governor's Office of Emergency Services
CAL-MAT	California Medical Assistance Team
CSD	Community Services Division
CDAAC	California Disaster Assistance Act
CDRF	California Disaster Recovery Framework
DHHS	Department of Health and Human Services
DMAT	Disaster Medical Assistance Team
DSW	Disaster Services Worker
EMSA	California Emergency Medical Services Agency
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Plan
FMS	Federal Medical Station
HARD	Hayward Area Recreation & Park District
HFD	Hayward Fire Department
HPD	Hayward Police Department
ICS	Incident Command System
IHP	Individual and Household Program
LTRG	Long-Term Recovery Group
MMAA	Master Mutual Aid Agreement
MOU	Memorandum of Understanding

MRC	Medical Reserve Corps
NDMS	National Disaster Medical System
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NSS	National Shelter System
OA	Operational Area
PIO	Public Information Officer
SEMS	Standardized Emergency Management System
UASI	Urban Area Security Initiative

## 1.0 INTRODUCTION AND OVERVIEW

The City of Hayward (the “City”), located within the Greater San Francisco Bay area, features rolling hills and a beautiful shoreline. Like all communities, the City also has predictable vulnerability to disasters. A recent update to the City’s Local Resilience Plan describes this vulnerability and places high priority on emergency management planning.

This Shelter Management Plan provides the City’s guidelines for implementing shelter and mass care operations following an incident or disaster event. Shelter and mass care operations are implemented at the local level and this plan presents methods by which shelter management operations can be coordinated citywide. The purpose of the Hayward Shelter Management Plan is to develop a coordinated approach for managing shelter activated in Hayward by leveraging local resources and capabilities as part of a Whole Community approach.

All communities can benefit from the lessons learned in other local jurisdictions and apply the state and federal standards that have been developed from those lessons learned through planning and preparing. By planning ahead, shelter operations can be integrated between community stakeholders, improving overall disaster response effectiveness.

In the United States, the Federal Emergency Management (FEMA) National Preparedness Goal, and the National Response Framework (NRF) establish mission areas and a set of core capabilities that recognize and standardize what must be achieved during disasters to save lives, protect property and the environment, and preserve the social, economic, cultural, and political structure of affected communities. The Shelter Management Plan focuses on the Mass Care Services mission area taking place within a disaster response phase and the associated core capabilities (Figure 1).

There are four major phases to shelter management operations – 1) Activation, 2) Population Evacuation, 3) Mass Care Services, and 4) Deactivation. The shelter activation phase can occur prior to a disaster event for noticed events (e.g., winter storm, wildfire) or immediately following a disaster for no-notice events (e.g., earthquake, landslide). This phase involves the deployment of interagency resources including personnel, equipment, and supplies to establish shelter locations. For the evacuation phase, guidance is provided to the community to ensure safe and orderly movement to designated shelters, while ensuring accessibility for all populations, including those with special needs and pets. The mass care services phase involves providing support services (i.e., shelter, health care, meals) to citizens affected by a disaster and the deactivation phase consists of steps taken to demobilize following completion of disaster recovery.

Response		
1. <a href="#">Planning</a>	7. <a href="#">Fatality Management Services</a>	12. <a href="#">On-Scene Security, Protection, and Law Enforcement</a>
2. <a href="#">Public Information and Warning</a>	8. <a href="#">Fire Management and Suppression</a>	13. <a href="#">Operational Communications</a>
3. <a href="#">Operational Coordination</a>	9. <a href="#">Logistics and Supply Chain Management</a>	14. <a href="#">Public Health, Healthcare, and Emergency Medical Services</a>
4. <a href="#">Infrastructure Systems</a>	10. <a href="#">Mass Care Services</a>	15. <a href="#">Situational Assessment</a>
5. <a href="#">Critical Transportation</a>	11. <a href="#">Mass Search and Rescue Operations</a>	
6. <a href="#">Environmental Response/Health and Safety</a>		
Recovery		
1. <a href="#">Planning</a>	4. <a href="#">Infrastructure Systems</a>	7. <a href="#">Housing</a>
2. <a href="#">Public Information and Warning</a>	5. <a href="#">Economic Recovery</a>	8. <a href="#">Natural and Cultural Resources</a>
3. <a href="#">Operational Coordination</a>	6. <a href="#">Health and Social Services</a>	

**Figure 1. NRF Mission Areas, Core Capabilities**

(source: FEMA, 2023)

It is important to note that shelter phases do not represent sequential steps and phases may occur out of order and some not at all depending on the nature of the incident. The following scenarios demonstrate the impacts that different types of disasters can have on shelter operations:

1. Following sudden disasters (e.g., earthquakes), shelter activation and the provision of mass care services may occur simultaneously to address immediate needs, bypassing the evacuation phase.
2. During a wildfire where the path and impact can be somewhat predicted, shelters may be activated and resources mobilized well in advance, but the evacuation might be delayed until the threat becomes imminent to specific areas.
3. Following a flood, the shelter deactivation phase might be postponed for an extended period, if individuals are unable return to their homes due to water damage and ongoing cleanup efforts, necessitating prolonged mass care services.
4. In advance of a forecasted winter storm, resources and personnel may be mobilized and quickly deactivated if the impact is less severe than anticipated.
5. In a scenario with multiple back-to-back incidents, such as aftershocks following an earthquake, some shelters may be activated for new evacuations while others are being deactivated as people return home, demonstrating the dynamic nature of emergency response.

The Shelter Management Plan addresses the resources and services that need be coordinated at the local level to support shelter and mass care services and aligns with the State of California's Standardized Emergency Management System (SEMS) and Master Mutual Aid Agreement

(MMAA) to coordinate external resources from the Operational Area (OA), region, and state, as needed.

The Shelter Management Plan is a management document intended to be read and understood before an emergency occurs. The content herein outlines the potential activities of all City Departments to conduct shelter management operations in alignment with state and federal statutes, regulations, and policies at the time of plan development.

This Shelter Management Plan is divided into the following sections:

- Section 1 – Introduction and Overview. Section 1 provides a background and framework for the Shelter Management Plan, outlining its purpose, scope, and objectives.
- Section 2 – Methodology. This section describes the process through which the Shelter Management Plan was developed and will be updated.
- Section 3 – Guidance Documents and Regulatory Requirements. Section 3 lists the guidance documents that provide the framework for the Shelter Management Plan.
- Section 4 – Roles and Responsibilities. This section describes the roles, responsibilities, and actions that local, state, and federal agencies, and other organizations will fulfill to perform or support shelter management operations.
- Section 5 – Shelter Operations. Section 5 includes an overview of the processes for shelter activation, opening, delivery of mass care services, and deactivation.
- Section 6 – Shelter Resources. This section highlights resources available through various government levels and community partners to support shelter and mass care operations.
- Section 7 – Finance and Accounting. This section identifies the basic accounting and recordkeeping requirements needed to qualify for reimbursement by state or federal emergency funds for shelter operations.
- Section 8 – Community Outreach. This section outlines the plan for developing a City education and public information program regarding shelter operations.
- Section 9 – Plan Maintenance and Training. The needs for plan updates, and pre-disaster training for shelter management teams are discussed in this section.
- Section 10 – References. Sources utilized in preparation of this Shelter Management Plan are provided in the list of references.



## 2.0 METHODOLOGY

This Shelter Management Plan was prepared in conjunction with the update of the City's Emergency Operations Plan (EOP). The Shelter Management Plan was developed using a comprehensive engagement and subject matter expert consultation strategy to develop content to ensure accuracy and applicability. The Hayward Fire Department (HFD) acted as the lead agency in developing the Shelter Management Plan through collaboration between Ganey Science (consultant) and representatives from City Community Services, American Red Cross, shelter owner/operators, and other community stakeholders. This strategy included meetings among HFD, its consultant, and agency representatives from other City Departments. Feedback from this team guided the framework of the plan. The resulting information, refined with extensive research of state and federal regulations, policies, and plans, resulted in the procedures outlined in this plan.

### 2.1 PLANNING ASSUMPTIONS

Planning assumptions for shelter management take into consideration the following ideas:

- Preparedness implemented through pre-disaster education and emergency drills improves response outcomes including the public's ability to respond to evacuation orders and shelter directives.
- Shelter operations will adhere to health and safety standards to prevent the spread of disease, manage chronic health conditions, and ensure the well-being of evacuees.
- Human, financial, and material resources may be insufficient to sustain mass care services throughout the duration of the shelter activation necessitating external support.
- Community-based organizations will play a critical role in coordinating access to recovery resources and services needed to transition clients out of the shelter.
- A significant incident will also impact surrounding jurisdictions; competition for resources with other jurisdictions will impact shelter management.
- Disasters result in large expenditures for labor, equipment, materials, and supplies.
- Authorization of FEMA Individual Assistance will require the City to identify and report damages to residential structures within the 60-day regulatory timeframe.

### 2.2 SHELTER OBJECTIVES

The sheltering objectives within this plan generally align with those established by the Alameda County Operational Area and Bay Area Urban Area Security Initiative (UASI) include the following:

- Project the current and projected shelter needs from the disaster.
- Define the planning assumptions.
- Identify agencies supporting mass care and sheltering operations and define their roles.
- Describe the resources required for mass care and sheltering operations, and the systems and processes for integrating external resources.
- Identify recommended priorities.
- Establish a response timeline of tasks for mass care and sheltering operation.

- Facilitate the transition of displaced populations from shelters to interim and long-term housing solutions.

## 2.3 PLAN MAINTENANCE

For this Plan to maintain viability, the document will be updated regularly, and personnel should be trained on the content prior to a disaster. State and federal sheltering guidance is updated regularly based on best practices and lessons learned from recent disasters. Regular updates are intended to ensure the plan remains in alignment with current program guidance.

The City will facilitate an annual review of their Shelter Management Plan with the shelter management team. The plans will be updated based on organizational changes, new policies and guidance, and lessons learned from incidents or events that result in shelter activation(s).

## **3.0 GUIDANCE DOCUMENTS AND REGULATORY REQUIREMENTS**

### **3.1 STATE EMERGENCY MANAGEMENT SYSTEM (SEMS)**

The SEMS is California's emergency response system. It began in 1993, in response to the state's frequent hazard threats. The National Incident Management System (NIMS) mirrors SEMS for use nationwide. The objective of SEMS is to improve the coordination of state and local emergency response. All local governments must implement SEMS in multi-jurisdictional or multiagency emergency responses to be eligible for state reimbursement of response-related personnel costs. Section 3 of SEMS guidelines describes requirements of the City during activation of emergency management operations in terms of the local organizational structure and the coordination of response and recovery activities with the OA, State, and Federal government.

### **3.2 NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)**

The National Incident Management System (NIMS) sets federal standards for response and recovery coordination, guiding efforts across all levels of government and with non-governmental organizations (NGOs) and private sector partners. This system equips response and recovery personnel with shared vocabulary, systems, and processes allowing disaster efforts to be scaled up and personnel from different backgrounds to work together.

### **3.3 CALIFORNIA DISASTER RECOVERY FRAMEWORK (CDRF)**

The California Disaster Recovery Framework (CDRF) establishes the overall disaster recovery strategy for the State of California. This framework guides how state entities organize, operate, and utilize existing resources to promote effective recovery to support local government. It also provides an overarching framework to assist local and tribal governments, the private sector, NGOs, and other emergency managers to plan for and execute disaster recovery operations in California. The CDRF is also a resource for how to access anticipated state and federal disaster assistance programs following a disaster.

### **3.4 ALAMEDA COUNTY EMERGENCY OPERATIONS PLAN (EOP)**

The Alameda County EOP and supporting annexes provide an overview of the jurisdiction's approach to emergency operations. It identifies emergency response policies, describes the response and recovery organization, and assigns specific roles and responsibilities to County departments, agencies, and community partners. The Plan has the flexibility to be used for all emergencies and is intended to facilitate response and recovery activities efficiently and effectively. This Plan also serves as a reference for other local governments in the OA, including Hayward.

- The Mass Care and Shelter Annex to the Alameda County EOP outlines the roles and responsibilities of the OA for coordinating care and shelter activities as well as provides information on shelter types and locations, available resources, and planned shelter and mass care services. The lead agency for implementation of the plan is the Alameda

County Social Services Agency, which maintains the County's emergency shelters and hotel vouchers program among other human and social services programs (e.g., CalFresh, CalWORKs, Medi-Cal).

### **3.5 HAYWARD EMERGENCY OPERATIONS PLAN (EOP)**

This Shelter Management Plan represents a functional annex to the City of Hayward's EOP, and the authorities, policies and procedures described in the latest version of the EOP serve as an overarching framework for the implementation of shelter management operations.

## 4.0 ROLES AND RESPONSIBILITIES

Disaster recovery efforts begin at the local level at the City of Hayward and the leadership roles for shelter management and functional area leads for recovery tasks are listed in this section. Disasters of higher magnitude may require supplemental state or federal assistance. This section describes the relevant responsibilities of applicable government agencies, as well as the roles of the private sector, NGOs, and residents.

### 4.1 CITY ROLES

As the agency designated with lead authority, the City of Hayward Community Services Division will serve as the lead agency for shelter operations in partnership with the American Red Cross Northern California Coastal Region (ARC).

#### Lead Agency

City of Hayward, Community Services Division (CSD) in partnership with American Red Cross, Northern California Coastal Region (ARC)

#### Supporting Partners

- City of Hayward Disaster Service Workers (DSW)
- Hayward Area Recreation and Park District (HARD)
- Hayward Fire Department (HFD)
- Hayward Police Department (HPD)
- HPD Animal Services
- Various Facility Owner/Operators
- Various Non-Governmental Organizations (NGOs)

The City of Hayward and its partners shall carry out the activities below in support of mass care and shelter operations following an incident or disaster event that results in the activation of emergency shelters.

#### CSD (IN PARTNERSHIP WITH ARC)

##### Preparedness

- Assess and approve shelter locations prior to incident/disaster event.
- Develop and maintain site-specific shelter profiles.
- Establish Memoranda of Understanding (MOU) with interagency partners to increase local capability and capacity.
- Establish emergency contracts or MOUs for shelter wraparound services (e.g., janitorial services, transportation).
- Facilitate joint training and exercises to maintain shelter and mass care capability.

##### Response

- Staff the Care & Shelter Branch at the Emergency Operations Center (EOC) during activation.
- Assess shelter and mass care needs and identify response requirements.
- Coordinate shelter and feeding operations.
- Coordinate the bulk distribution of personal relief supplies.

- Provide public information to disseminate about mass care services.
- Coordinate situational awareness with the EOC and Agency Representatives.
- Coordinate/Facilitate the delivery of shelter and mass care services.
- Communicate resource gaps to the EOC.
- Document expenses resulting from shelter and mass care operations.

### **Recovery**

- Facilitate the transition to recovery through the provision of recovery resources to shelter clients.
- Organize local community-based organizations into a Long-Term Recovery Group that can serve the long-term recovery needs of survivors, as needed.
- Submit documentation on disaster-related shelter and mass care expenses to submit for reimbursement, if eligible.
- Facilitate after-action process to capture best practices and lessons learned to inform updates to the plan.

### CITY OF HAYWARD DSWs

#### **Preparedness**

- Participate in training and exercises with response partners to ensure readiness for shelter operations.

#### **Response**

- Staff shelters and facilitate the delivery of sheltering and mass care services in collaboration with partners.
- Assist with supply chain logistics to supply/resupply the shelter.
- Assist with the setup of the shelter according to floorplan layout.
- Document conditions of the shelter facility prior to opening.
- Communicate shelter status throughout the duration of activation.

#### **Recovery**

- Assist with the demobilization of the shelter and return of the facility to pre-shelter status.
- Conduct joint walkthrough to document facility condition prior to returning the site to the facility owner/operator.
- Submit cost summary of disaster-related expenses encumbered as a result of shelter operations.
- Participate in after-action reporting process to capture best practices and lessons learned.

### FACILITY OWNER-OPERATORS

#### **Preparedness**

- Update MOU(s) with the City of Hayward regularly.

- Communicate any changes in processes or designated points of contact responsible for MOU execution and facility access.
- Facilitate access to facilities to conduct shelter assessments and mass care exercises, when possible.

**Response**

- Make facilities available for use as shelters
- Communicate facility availability with the Care & Shelter Branch
- Transfer facility control to designated shelter manager
- Deliver any additional services detailed in established MOU

**Recovery**

- Submit documentation of any damages to the facility identified during joint walkthrough.
- Submit cost summary of disaster-related expenses encumbered as a result of shelter operations.
- Participate in after-action reporting process to capture best practices and lessons learned.

**HAYWARD AREA RECREATION AND PARK DISTRICT (HARD)****Preparedness**

- Participate in training and exercises with response partners to ensure readiness for shelter operations.
- Update MOU(s) with the City of Hayward regularly.
- Communicate any changes in processes or designated points of contact responsible for MOU execution and facility access.
- Facilitate access to facilities to conduct shelter assessments and mass care exercises, when possible.

**Response**

- Facilitate the preparation of HARD-owned facilities to serve as emergency shelters.
- Facilitate access to recreational and psychosocial support services to shelter clients in coordination with CSD and ARC.

**Recovery**

- Submit documentation of any damages to the facility identified during joint walkthrough.
- Submit cost summary of disaster-related expenses encumbered as a result of shelter operation.
- Participate in after-action reporting process to capture best practices and lessons learned.

HAYWARD FIRE DEPARTMENT (HFD)**Preparedness**

- Assist with the development and review of site plans for shelters, including planning for the provision of emergency medical services and patient-facility transport.
- Establish MOU or emergency contract with clinical providers and hospitals/health care facilities for onsite clinical support and patient transport, as needed.

**Response**

- Facilitate the delivery emergency medical services within the shelter setting through coordination of City resources and/or leveraging of MOUs.
- Request additional resources through the OA leveraging the State MMAA, as needed

**Recovery**

- Submit cost summary of disaster-related expenses encumbered as a result of shelter operations.
- Participate in after-action reporting process to capture best practices and lessons learned.

HAYWARD POLICE DEPARTMENT**Preparedness**

- Assist with the development and review of site plans for shelters, including the identification of traffic control needs, establishment of ingress and egress, and other public safety considerations.

**Response**

- Provide staffing to support site security during client intake and operation of the shelter, as available.
- Assist with the establishment of traffic control measures, as needed.

**Recovery**

- Submit cost summary of disaster-related expenses encumbered as a result of shelter operations.
- Participate in after-action reporting process to capture best practices and lessons learned.

HAYWARD POLICE DEPARTMENT, ANIMAL SERVICES**Preparedness**

- Assist with the development and review of site plans for shelters, including the provision of onsite and/or offsite animal care resources and services.



**Response**

- Establish and operate animal shelters in conjunction with human shelters to ensure that pet owners can evacuate with their pets.
- Manage and track the intake, care, and disposition of animals in emergency shelters.
- Provide supplies and equipment necessary for animal care during emergencies, such as crates, food, leashes, and medical supplies.

**Recovery**

- Facilitate the reunification of pets with owners post-disaster and manage the adoption process for unclaimed animals.
- Submit cost summary of disaster-related expenses encumbered as a result of shelter operations.
- Participate in after-action reporting process to capture best practices and lessons learned.

**NON-GOVERNMENTAL ORGANIZATIONS (NGOs)****Preparedness**

- Participate in training and exercises with response partners to ensure readiness for shelter operations.

**Response**

- Provide specialized services and support, such as health services, family reunification, counseling, and legal assistance, complementing the basic services offered at shelters.
- Mobilize the collection and distribution of emergency supplies as well as the provision of technical or financial resources.

**Recovery**

- Organize a Long-Term Recovery Group (LTRG) to facilitate access to goods and services, as needed.
- Implement disaster case management system to capture information on and address disaster-related unmet needs, as needed.
- Submit documentation of disaster-related expenses encumbered as a result of shelter operations.
- Submit documentation of any donations and volunteer hours. Donated resources, including labor, may offset the non-Federal share of Emergency Work Projects.
- Participate in after-action reporting process to capture best practices and lessons learned.

**4.2 OPERATIONAL AREA ROLES**

An OA represents an intermediate level within the state emergency services organization structure and consists of the county and all political subdivisions within the county area. The City of Hayward resides within the OA of Alameda County. The OA was established by a January 1995 Agreement for Participation in Alameda County Operational Area Emergency Management

Organization. All the cities in the County including Hayward are participants in this Agreement. The OA has the following responsibilities during an emergency:

- Implement OA Emergency Response Plan.
- Establish and maintain the Operational Area Emergency Operations Center (EOC).
- Coordinate the utilization of County, other local government, state and federal resources within the OA.
- Support operations conducted by local governments within the County in accordance with SEMS and approved mutual aid and operations plans.

In alignment with these overarching responsibilities, the OA is also responsible for the following tasks during a catastrophic event resulting in the activation of emergency shelters:

- Implement local activities identified the OA Shelter and Mass Care Annex.
- Support public entities within the OA to conduct shelter operations in accordance with SEMS and approved mutual aid and operations plans.

### 4.3 STATE ROLES

State agencies provide guidance, technical assistance, and direct support for local shelter and mass care operations. Roles and responsibilities of State agencies involved in shelter and mass care operations are as follows:

#### CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

- Provides standards and best practices for the delivery of shelter and mass care services.
- Coordinates the deployment of the Volunteer Emergency Services Team, intended to assist with mass care and shelter operations including support at emergency shelters and disaster recovery centers.
- Coordinates the deployment of the Functional Assessment Service Team, intended to ensure individuals with disabilities and/or access and functional needs obtain the resources needed to live as independently as possible.
- Administers FEMA Disaster Case Management Program
- Administers State Supplemental Grant Program, intended to provide grant funds to disaster survivors who have suffered damage as a result of a presidentially declared disaster.

#### CALIFORNIA EMERGENCY MEDICAL SERVICES AUTHORITY (EMSA)

- Co-administers the Regional Disaster Medical Health Coordination Program intended to support regional information flow and resource management.
- Coordinates the deployment of Ambulance Strike Teams to support medical transport from shelters, as needed.
- Coordinates the deployment of California Medical Assistance Teams (CAL-MAT) to support health and medical needs within shelters.

### CALIFORNIA GOVERNOR'S OFFICE OF EMERGENCY SERVICES (CAL OES)

- Serve as a liaison between state and federal agencies for assistance programs.
- Provide industry standards and best practices for coordination of response and recovery resources.
- Serve as the administrator of disaster grants for reimbursement of shelter, mass care, and temporary housing operations.
- Provide guidance on documentation requirements to seek reimbursement.

## **4.4 FEDERAL ROLES**

Federal agencies support shelter operations by providing direct services, equipment, supplies, and technical assistance. An overview of the roles and responsibilities of federal agencies involved in shelter operations follows:

### FEMA

- Coordinates emergency resources following a federal emergency declaration.
  - Emergency Support Function #6, Mass Care.
  - Emergency Support Function #8, Public Health & Medical.
- Delivers recovery resources through the Individual Assistance program, if authorized.
  - Temporary Shelter Assistance Program.
  - Rental Assistance Program.
  - Disaster Case Management Program.
  - Direct Housing, if there is limited temporary housing available.
- Administer the FEMA Public Assistance Program for Category B: Emergency Protective Measures.

### DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS)

- Primary federal entity for Emergency Support Function (ESF) #8 - Public Health and Medical.
- Provides medical and disaster behavioral health resources including personnel, supplies, and equipment.
- Responsible for the deployment of Federal Medical Stations (FMS) to support mass care operations.
- Provides strong technical assistance and training support to State and local agencies on the request, receipt, and utilization of equipment and supplies.
- Provides veterinary medical support.

### US SMALL BUSINESS ADMINISTRATION

- Provides low-interest loans to small businesses, including landlords, to assist with disaster impacts.
- Supports disaster recovery center operations to assist survivors with recovery needs.

## 4.5 PRIVATE SECTOR ROLES

Private businesses can play a large role in supporting disaster recovery needs and aiding survivors with the return to their homes. Through public-private partnerships, private sector resources can be leveraged to complement local, state, and federal recovery efforts in areas where there may be resource gaps due to program limitations, applicant eligibility, etc. Potential roles and responsibilities of private sector and philanthropic partners are described here.

### BEHAVIORAL HEALTH PROVIDERS

Integrating disaster behavioral health support within the shelter can help mitigate the impact of trauma and stress often experienced by survivors. By providing access to mental health professionals within shelters, individuals experiencing emotional and psychological reactions can receive immediate support. This approach can help foster a sense of safety and stability in an otherwise high-stress situation.

### CHILDCARE AND EDUCATION PROVIDERS

Access to childcare and educational providers within the shelter and during the early recovery phase can increase the capacity of shelterees to address initial recovery needs. This support can contribute to a calmer shelter setting for all clients by ensuring children and youth have structured activities. This is especially helpful as parents work to address initial recovery needs related to the disaster. To minimize disruptions, childcare and education services should be established prior to a disaster to maximize support to families throughout the sheltering and early recovery process.

### GROCERY AND BIG BOX STORES

Grocery and “big box” stores can provide significant contributions to disaster recovery efforts and the return of survivors to their homes by providing access to essential goods, offering employment, and participating directly in recovery efforts. Many also play a disaster philanthropy role through in-kind donations, the implementation of recovery grants, partnering with relief organizations, donating equipment, and by providing direct cash assistance. This role helps survivors return to their homes and supports the broader recovery and rebuilding process.

### HEALTH CARE FACILITIES

Health care facilities, including long-term care and skilled nursing facilities, can support shelter operations by absorbing clients with long-term care needs when deactivating shelters. They can also receive shelter clients that require high-acuity or chronic care needs, ensuring individuals receive necessary medical care within the proper setting. This collaboration can be essential in facilitating shelter closure in situations where continued medical services are required. Health care facilities can also be leveraged to provide consultation for individuals with chronic care needs, such as feeding options for shelter clients with dietary restrictions.

## PHARMACIES

Collaboration between shelters and pharmacies can help shelter clients with accessing necessary medications during a disaster and can also provide health consultations to shelter clients. Through public messaging and community preparedness, individuals should also be encouraged to refill any important prescription medications prior to arriving at the shelter. Clear communication between shelters and pharmacies, aids in smoother transitions in emergency settings.

## 4.6 NON-GOVERNMENTAL ORGANIZATIONS (NGO) ROLES

The City of Hayward, Community Services Division works to build capacity around shelter operations through the engagement of local partners to prepare for future disasters. Building partnerships with non-governmental organizations (NGO) including community-based organizations, community foundations, churches, and neighborhood associations can help to quickly establish a LTRG to coordinate resources and services to disaster survivors.

As a best practice, the City works with NGOs to align planning needs for vulnerable populations to support the coordination of shelter and mass care services during an emergency. In accordance with federal guidance, this assessment includes the steps below.

- **Collect Population Data:** Collect data on the demographics of the city, including information on economic disadvantage, language and literacy, medical issues and disabilities, geographical/social isolation, and age.
- **Estimate Size of Priority Populations:** Use the collected data to estimate the number of people in each at-risk population category.
- **Identify Supporting Organizations/Agencies:** Identify organizations and agencies that work with at-risk populations and establish contacts with key individuals who can provide assistance.
- **Engage Key Contacts:** Facilitate discussions with the identified key contacts to understand the specific needs and challenges of at-risk populations in the community.
- **Maintain Regular Communication:** Stay connected with the key contacts and establish MOUs, where appropriate, to coordinate situational awareness and resources to at-risk populations.

Following a disaster, NGOs should be assembled into an LTRG as quickly as possible to establish a network for the delivery of recovery resources. Once established, relief funds can then be channeled through the through the LTRG, forming a coordinated and collaborative approach to recovery, rather than individual organizations duplicating efforts. This system can be leveraged to deliver resources through disaster case managers, including resources that can assist disaster survivors with replacing damaged items and returning to their homes. This system can also help survivors access disaster behavioral services, employment assistance, and other services so their focus can remain on other aspects of the recovery process.

NGO partnerships with community foundations and philanthropic organizations can also provide benefits to support community recovery needs and help facilitate the transition of survivors out of

sheltering or temporary housing. Through collaboration with NGOs to understand survivor needs, philanthropic contributions can be targeted to address gaps in available state and federal resources.

## 5.0 SHELTER OPERATIONS

Shelter operations include steps to provide a safe place for individuals and families affected by a disaster to rest and receive mass care services. This section provides information regarding the execution of shelter operations. Hayward shelter profiles are provided in Appendix A.

**Note:** For additional position-specific details, refer to Appendix B – Shelter Job Action Sheets and FEMA-ARC Shelter Field Guide (P-785).

### 5.1 SHELTER ACTIVATION

#### NOTIFICATION AND STAFF ACTIVATION

Following, or in anticipation of, a disaster event that requires the activation of emergency shelters, the City of Hayward Community Services Division (CSD), in coordination with ARC, will determine the need to activate personnel under the Care and Shelter Branch. As needed, activation notices will be issued to all relevant supporting partner organizations, City departments, or community-based organizations. Notification will be issued in accordance with procedures outlined in the City of Hayward EOP and used as a means to provide known information about the event, reporting instructions, and any necessary directions specific to the event.

Upon notification of an event, CSD will begin planning efforts to include:

1. Defining the extent of required Care and Shelter Branch support.
2. Identifying potential response/resource requirements and needs.
3. Placing relevant personnel on standby.
4. Determining Care and Shelter Branch activation and staffing requirements.

#### SHELTER SETUP

Prior to setting up the shelter, the Shelter Manager should conduct an inspection of the facility with the facility operator-owner. The condition of the shelter, including any damages that exist prior to taking possession of the facility should be documented in the Shelter Shift Inspection Form (see Appendix C – Shelter Management Forms).

External and internal facility space should be allocated according to space availability as detailed in shelter profiles developed for each facility, which are maintained within the National Shelter System (NSS) database as well as by CSD (see Appendix A – Shelter Profiles). This includes areas for parking, drop-off, registration, sleeping, children and family interaction, household pets, food preparation and serving, health and mental health services, recreation, storage areas, shelter management offices, and staff.

Equipment and supplies necessary to support service areas include the following:

- Communications equipment (phones, computers, radios, etc.).
- Food and food service supplies/equipment.
- Sanitation supplies/equipment.

- Children's and infants' supplies.
- Universal/accessible cots.
- Blankets.
- Pillows (if available).
- Personal hygiene supplies.
- Towels.
- Durable medical equipment (e.g., wheelchairs, oxygen concentrators).
- First aid and medical supplies.
- Potable water.
- Administrative supplies & signage.
- Tables and chairs.
- Entertainment & recreational materials.

The Regional Disaster Shelter Supply program, managed by Alameda County Office of Emergency Services serves as a source of supplies to initiate shelter activation. Through the program, Hayward is able to access a shelter trailer equipped with start-up supplies for up to 75 people. In addition to the Regional Disaster Shelter Supply, ARC maintains shelter trailers with similar supplies that are available upon request.

### SHELTER OPENING

Immediately prior to opening the shelter, the Shelter Manager should conduct a facility inspection to ensure the shelter environment is safe, secure, and meets established standards. This includes documenting the condition of the facility, lighting, fire extinguishers, emergency exits, and accessibility for people with access and functional needs. In addition, an assessment of services including available equipment, supplies, and personnel should be completed to determine readiness to sustain shelter operations over the anticipated duration of the event.

## **5.2 POPULATION EVACUATION**

Evacuation is defined as the organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. A population or community may need to evacuate and seek shelter due to a hazard that is either threatening the area or has already occurred. In situations where evacuation is required, there are a number of considerations that should be taken into account to ensure the process is safe and organized.

### TRANSPORTATION TO THE SHELTER

Transportation accommodations may be needed to mobilize vulnerable populations to the shelter, especially for individuals with access and functional needs or those unable to independently reach activated shelters. In addition, transportation resources may be needed to move shelter clients under situations where an activated shelter(s) has reached capacity. Potential transportation accommodations may include the following:



- Providing transportation services that include accessible vans or buses to accommodate individuals who use wheelchairs or other mobility devices.
- Ensuring the availability of staff or volunteers to assist individuals with disabilities in boarding and disembarking vehicles safely.
- Working with the Public Information Officer (PIO) to increase awareness of transportation options and provide clear instructions on how to access these services.
- Working with transportation providers to alter routes, extend hours of operation, and otherwise ensure their services are available for those needing transport to the shelter.
- Leveraging NGOs and other community stakeholders to coordinate transportation arrangements and ensure safe travel to the shelter.

### CLIENT INTAKE AND REGISTRATION

Client intake and registration is an essential function within a shelter as it helps to maintain site security and manage the needs of the shelterees. The registration process involves gathering information about the client using a client intake form and providing them with necessary accommodations to ensure essential needs are met while residing in the shelter.

The process of client registration includes the following steps and considerations:

1. **Greeting:** Upon arrival at the shelter, residents are greeted by registration staff who provide a warm welcome and make them feel comfortable.
2. **Information Collection:** Registration staff collect important information about shelter clients including the family/individual's name, total number of family members, pre-disaster address, phone numbers, and email addresses. They also record the method of transportation used to reach the shelter and the primary language spoken by the family.
3. **Privacy and Confidentiality:** It is important to maintain the privacy and confidentiality of shelter client information. Registration staff should manage all personally identifiable information with care and store it securely.
4. **Unaccompanied Minors:** In cases where unaccompanied minors arrive at the shelter, registration staff should immediately notify local law enforcement and designate a staff member to accompany the minor until custody can be transferred.
5. **Legal Status Concerns:** Some clients may have legal status issues that affect their placement in the shelter, such as registered sex offenders or individuals with restraining orders. Registration staff should be aware of local laws and regulations regarding the sheltering of such residents and follow the necessary protocols. Shelter services should accommodate the needs of all disaster impacted individuals, independent of immigration status.
6. **Shelter Information:** Registration staff should provide residents with information about the shelter, such as shelter rules, schedules, and available services. This can be done through verbal communication, posting information on bulletin boards, and providing written materials in multiple languages.

### 5.3 MASS CARE SERVICES

Mass care refers to a wide range of humanitarian activities that provide life-sustaining support to individuals and families who are temporarily displaced or otherwise impacted by a disaster or emergency that disrupts their ability to provide for their basic needs. This includes services such as sheltering, feeding, distribution of emergency supplies, and support for individuals with special needs. Following a disaster, mass care services will be coordinated by the Care and Shelter Branch at the City of Hayward EOC through collaboration with government partners, community organizations, and the private sector.

During an emergency, information on mass care services must be reported to the Care and Shelter Branch to provide situational awareness needed to inform communitywide shelter operations.

#### CHILDREN SERVICES

A section of the shelter should be designated for the delivery of childcare services either by parents or through designated providers. In the delivery of child services, consideration should be given to providing separate areas for play and rest, with access to age-appropriate activities, inclusive of children with special needs. Collaboration between local government departments, NGOs, and the private sector can help ensure areas designated for children are well equipped with the appropriate supplies and have the proper staffing levels to account for the needs of children within the shelter. health and security needs. Working with childcare professionals and child welfare agencies before opening a shelter can help establish quality standards for provision of care to children while in the shelter. This includes safety and security provisions such as child identification and family reunification protocols as well as measures for upholding health and sanitization standards.

#### DORMITORY SERVICES

The goal of the dormitory area of the shelter is to provide a comfortable and secure resting space for shelter clients during their stay. This includes lodging accommodation for the shelter clients including those with access and functional needs. Dormitory services within a shelter include setting up and assigning sleeping areas, coordinating the provision of cots, pillows, blankets, and personal hygiene supplies, and maintaining a healthy and safe environment for shelter clients to either sleep at night or rest during the day. Some important considerations to take into account within the shelter setting include allocating separate spaces for different groups, distributing supplies and monitoring inventory levels, and conducting safety checks throughout duration of shelter activation. Dormitory staff work closely with logistics to procure necessary supplies and equipment, communicate shelter rules to residents, and coordinate with security personnel to maintain a safe and quiet environment during sleeping hours. Overall, dormitory services involve setting up and managing the dormitory area, enforcing rules and guidelines, ensuring the safety and security of residents, and maintaining records and reporting as necessary.

## 5.4 SHELTER DEACTIVATION

Deactivation will occur at the point when no one is in the shelter or other arrangements can be made for a few remaining individuals. Deactivation of a shelter must be approved by the EOC Director and coordinated with the ARC.

## 6.0 SUPPORTING SHELTER RESOURCES

### 6.1 OPERATIONAL AREA RESOURCES

#### ALAMEDA COUNTY DISASTER PREPAREDNESS HEALTH COALITION (DPHC)

The Alameda County Disaster Preparedness Health Coalition (DPHC) is a voluntary multidisciplinary, multi-agency body created to coordinate healthcare preparedness for all-hazard emergencies through mitigation, planning, response and recovery. The primary role is to provide for communication and collaboration among the participating agencies in these activities. The coalition duties include: planning; organizing and equipping; training; exercising evaluation; shared information management and communication systems; response coordination; defining priorities for funding and potentially looking for other funding opportunities.

#### ALAMEDA COUNTY MEDICAL RESERVE CORPS (MRC)

The Alameda County Medical Reserve Corps (MRC) deploys healthcare professionals including physicians, nurses, pharmacists, dentists, veterinarians, and epidemiologists to enhance the community's public health and medical capabilities. MRC volunteers are fully credentialed and can be requested to assist with shelter and mass care operations to address any gaps in local resources.

#### ALAMEDA COUNTY VOLUNTEER ORGANIZATIONS ACTIVE IN DISASTER

Alameda County Voluntary Organizations Active in Disaster is a humanitarian association of independent voluntary organizations that work together to coordinate disaster relief with the mission of providing efficient services to all disaster victims and eliminating the duplication of services. The organization meets regularly to train and exercise to prepare volunteer-based organizations to work together following a disaster.

### 6.2 STATE RESOURCES

#### AMBULANCE STRIKE TEAMS (AST)

Through EMSA, ASTs are positioned throughout the State to support local emergency medical service response, including medical transportation. There are both pre-designated and undesignated ASTs in California. Pre-designated ASTs are under contract with EMSA and consist of five ambulances and one Disaster Medical Support Unit (DMSU). This Unit provides enhanced communication ability to support field deployment, including medical supplies and provisions for AST personnel. Use of the Disaster Medical Support Unit and a requirement to provide ASTs is by contract with EMSA. Undesignated ASTs are organized at the local level and are not under contract with EMSA, although they may respond to requests from EMSA in times of need.

### CALIFORNIA HEALTH MEDICAL RESERVE CORPS PROGRAM

The California Health Medical Reserve Corps Program can serve as a resource to increase capacity within local shelter and mass care operations following significant disaster events. This program is used to deploy a credentialed network of health and medical support volunteers capable of delivering assistance to disaster affected communities. Volunteers are trained in a variety of medical care and psychological support disciplines including medical treatment, disaster behavioral health, and support for chronic conditions.

### CALIFORNIA MEDICAL ASSISTANCE TEAM (CAL-MAT) PROGRAM

The California Medical Assistance Teams (CAL-MAT) enhance disaster response in California by providing essential medical and support services in emergencies. Composed of medical professionals and non-medical support staff, CAL-MATs fill critical gaps in local and federal disaster responses, particularly in shelter operations and mass care. Modeled after the federal Disaster Medical Assistance Team (DMAT) program, CAL-MATs offer rapid medical services at shelters, fire base camps, and alternate care sites, among other locations. Members serve as temporary state employees during 14-day deployments, ensuring continuous care for disaster-affected Californians.

### STATE SUPPLEMENTAL GRANT PROGRAM

California's State Supplemental Grant Program, administered by the California Department of Social Services, Disaster Services Branch, may provide grant funds to assist people who have suffered damage as the result of a presidentially declared disaster when the FEMA authorizes the Individual and Households Programs. The Program is 100 percent State funded. The grant may assist with any eligible items not already addressed by the FEMA Individual and Household Program (IHP). However, individuals must have applied to FEMA and maximized the IHP award in to be eligible for the State Supplemental Grant Program.

There is no separate application process for State Supplemental Grant Program. If an individual has reached the maximum amount of assistance under IHP, FEMA will automatically transmit their application to State Supplemental Grant Program.

## **6.3 FEDERAL RESOURCES**

There are many federal programs that are intended to assist disaster survivors with sheltering as well as the transition from the shelter into temporary housing. These programs will be coordinated through a Joint Field Office or Area Field Office, jointly managed by Cal OES and FEMA.

Federal agencies maintain a variety of resources that are intended to assist local jurisdictions with the establishment and operation of emergency shelters prior to and following a disaster as well as the return of disaster survivors to their original housing. City preparation to integrate these resources into local operations can assist with increasing local capacity and capability. Unless staged or pre-deployed, local jurisdictions should anticipate at least 72-hours before significant state and federal resources arrive to assist.

### DISASTER MEDICAL ASSISTANCE TEAM (DMAT)

A capability maintained by the US Department of Health and Human Services (DHHS), a DMAT is a 35-member team comprised of professional and paraprofessional personnel including doctors, nurses, pharmacists, paramedics, respiratory therapists, and support personnel trained to assist local public health and medical operations following a disaster including the provision of sheltering and mass care services. Operating under the National Disaster Medical System, DMATs are capable of establishing temporary medical facilities, administering medical care within shelters, and ensuring the health and safety of populations within a mass care setting. DMAT support helps ensure continuity of care within an environment in which access medical interventions may be limited.

DMATs are deployed to arrive on site 48- to 72-hours, post-disaster and maintain enough equipment and supplies to be self-sufficient for a at least 72 hours. Typically, a DMAT is deployed for 10 to 14 days before a new team is rotated into duty.

### FEDERAL MEDICAL STATIONS (FMS)

As a resource contained within the Strategic National Stockpile (SNS), FMSs are maintained by the DHHS and designed for deployment when communities experience a terrorism event or large-scale natural disaster that incapacitates or overwhelms the affected area's medical care delivery system. An FMS may be deployed as either 250- or 50-bed medical units and are equipped to provide shelter and care for displaced individuals who have non-acute medical and mental health or other health-related needs not provided for by a general shelter.

Each FMS is a flexible, modular, and scalable unit that can be staged in a large local facility within a jurisdiction. A 250-bed FMS requires an existing 40,000 square-foot facility to be fully set up and does not arrive with tentage or personnel to operate.

Each FMS is equipped with beds, medical supplies, and pharmaceuticals including IV supplies, basic medical instruments, wound care supplies, and common medications. They also arrive with portable showers, restrooms and handwashing stations to ensure a functional temporary medical care environment.

While the physical assets are provided by the federal government, staffing typically comes from the Public Health Service, Medical Reserve Corps, local healthcare volunteers, or through contracts with professional medical staffing companies.

Each FMS contains 72-hours' worth of supplies and must be supported through local wraparound services to sustain mass care services over an extended period. Impacts to the supply chain infrastructure necessitate that the resupply process be initiated upon activation of an FMS.

### FEMA INDIVIDUAL ASSISTANCE, INDIVIDUAL AND HOUSEHOLD PROGRAM (IHP)

FEMA IHP provides a suite of housing and financial assistance grants to support disaster survivors impacted by a presidentially declared disaster with addressing gaps in assistance by private insurance (see Figure 2). IHP offers support for a period of up to eighteen months, with

an initial standard pay-out of two months' rent. IHP Housing Assistance includes financial assistance and direct assistance. Financial assistance is paid directly to the eligible individual or household, and includes rental assistance, lodging expense reimbursement, home repair assistance and home replacement assistance.

### **Direct Housing**

Direct Housing is a form of assistance under FEMA IHP that may be approved when rental assistance is found to be insufficient to provide housing to disaster survivors (e.g., due to unavailability, high rental rates). Direct Housing requires federal authorization based on assessment of available housing in the disaster area and involves the deployment Transportable Temporary Housing Units such as Travel Trailers or Manufactured Housing Units to provide access to temporary housing.

To receive IHP assistance, disaster survivors must provide proof that they are documented U.S. citizens, non-citizen nationals, or qualified aliens whose needs cannot be met by private insurance and whose expenses were a direct result of a federally declared disaster. For Fiscal Year 2023, there is a \$41,000 cap on total assistance to individuals/households under the FEMA IHP program.

### **Transitional Sheltering Assistance**

FEMA's Transitional Sheltering Assistance is an IHP program that assists eligible disaster survivors in need of short-term lodging following a federally-declared disaster. Transitional Sheltering Assistance is funded primarily by FEMA, with a 25-percent cost share with the state and local. Under this program, disaster survivors may be eligible to stay in a hotel or motel for a limited period of time. Room fees and taxes are covered by FEMA, although incidentals and food are not. Any funds provided through Transitional Sheltering Assistance are deducted from the \$41,000 Individual Assistance limit that eligible disaster survivors are entitled to. The initial period of assistance is 5-14 days, but this period can be extended, as needed.

### **Disaster Case Management Program**

The Disaster Case Management Program is an IHP program that is administered by the California Department of Social Services that provides supplemental disaster case management services to vulnerable populations following a presidential disaster declaration in which FEMA Individual Assistance is authorized. The DCMP provides a limited-term, holistic case manager that assists individuals and households to identify and address unmet needs caused by the disaster. Case managers work with the survivor to develop a comprehensive recovery plan to assist the survivor with any un-resourced items, support, or assistance that has been assessed and verified as necessary for the survivor to recover from a disaster.



**Figure 2. FEMA Individual Assistance, Individual and Households Program**

(source: FEMA, 2024)



## 7.0 FINANCE AND ACCOUNTING

### 7.1 COST TRACKING AND REPORTING

Accurate and complete cost tracking is critical to obtain assistance for disaster-related costs. Emergency protective measures can be eligible for reimbursement. If the incident allows for warning, the City will begin tracking costs once the threat has been identified. If there is no warning, the City will begin tracking costs as soon as possible. Accounting best practices for tracking costs includes the following:

- Identify a person that will be responsible for compiling disaster-related costs for the jurisdiction.
- Establish a cost code for disaster-related costs.
- Establish a file structure for each site where recovery work has been or will be performed.
- Maintain accurate disbursement and accounting records to document the work performed and the cost incurred.
- Obtain and review applicable local, state, and federal policies and regulations.
- Document administrative costs.
- Begin compiling recovery project documentation, including:
  - Executed contracts, bids, periods of performance, and locations worked;
  - Property insurance;
  - Donated resources (labor, equipment and materials);
  - Mutual aid;
  - Force account labor;
  - Force account equipment;
  - Equipment rental agreements;
  - Fuel logs;
  - Materials including meals and gas purchases;
  - Description of damage;
  - Scope of work to be completed;
  - Photos of damage;
  - Copies of estimates;
  - Maintenance records; and
  - Site inspection records.

The City will coordinate with state and federal agencies to obtain disaster-specific cost tracking spreadsheets and templates. For detailed information regarding disaster related cost tracking and reporting requirement, refer to the City of Hayward EOP.

## 7.2 FUNDING SOURCES FOR EMERGENCY SHELTERING OPERATIONS

### FEMA PUBLIC ASSISTANCE GRANT PROGRAM

The Stafford Act constitutes the statutory authority for most federal disaster response activities, especially as they pertain to FEMA and FEMA programs. The federal government provides several assistance programs through various agencies to support emergency sheltering operations, including response activities to evacuate at-risk populations.

The purpose of the FEMA Public Assistance Grant Program is to provide reimbursement to State and local governments and certain private nonprofit organizations for response and recovery activities that are related to a presidentially declared disaster. Through the program, FEMA provides reimbursement for emergency protective measures including population evacuation and sheltering, as well as for any preparatory activities carried out to mitigate impacts to the affected population.

Evacuation activities eligible for reimbursement through the Public Assistance Grant Program include, but are not limited to, the following:

- Transferring patients from or back to medical or custodial care facilities as needed.
- Transporting individuals requiring emergency medical care to appropriate facilities.
- One-time evacuation transportation for survivors and their pets or service animals from pre-established locations, using vehicles like buses and trucks, ensuring accessibility.
- Paratransit services for senior citizens, individuals with disabilities, and those in nursing homes or who are homebound.
- Stabilization of individuals injured during evacuation.
- Provision of food and water, and emergency medical care during transport.
- Tracking of evacuees and their belongings, including the use of microchips for animals.

Shelter and mass care activities eligible for reimbursement under the Public Assistance Grant Program include, but are not limited to, the following:

- Costs related to leasing/renting facility space, utilities, generator use, storage of medical supplies and expenses need to make minor modifications (e.g., for ADA compliance, habitability, childcare, or animal shelter functionality).
- Staffing expenditures, including costs for medical and personal assistance staff, veterinarians, public information officers, social workers, food service and custodial staff, and National Guard personnel.
- Provision of shelter supplies including meals, snacks, beverages, cooking supplies, pet care items, medical equipment and supplies, infant necessities, personal hygiene kits, entertainment, and communication tools.
- Expenses for essential services including overall shelter management, staff supervision, cleaning, safety and security, supporting equipment, care for individuals with disabilities or special needs, emergency medical and veterinary services.

In situations where group (congregate) sheltering is determined to be insufficient, individual (non-congregate) sheltering may be funded under the Public Assistance Grant Program. Under the rare occasions where non-congregate sheltering is needed, FEMA approval is required and must be formally requested to include proper justification, an analysis of alternative options, expected program duration, information shelterer demographics, and breakdown of services to be provided.

The FEMA Public Assistance Grant Program is a cost-sharing program. Cost share refers to the portion of disaster-related costs the federal government is responsible for funding. Per the Stafford Act, the federal cost share of assistance is not less than 75% of the eligible cost for emergency measures and permanent restoration. The remaining 25% is the responsibility of the State and local governments. The State serves as the grant administrator or the grantee. The grantee determines how the non-federal share is funded.

The policy guidance for these assistance programs changes and adapts with lessons learned from each disaster across the United States. The City must maintain awareness of current federal assistance program guidance and regulations related to federal funding for evacuation, emergency sheltering, and mass care services.

#### CALIFORNIA DISASTER ASSISTANCE ACT (CDAA)

The State can provide additional assistance for shelter and mass care operations through the California Disaster Assistance Act (CDAA). CDAA was created to coordinate resources, including funding, to local governments in support of disaster response and recovery activities. CDAA regulations govern the eligibility requirements for reimbursement of shelter and mass care operations within the state.

CDAA regulations allow for the provision of financial aid to local governments for disaster-related expenses, including shelter and mass care operations. CDAA can cover costs related to the operation of shelters, emergency services for the protection of life and property, and care for disaster survivors. CDAA also covers staff overtime and related costs for emergency personnel, supplies, materials, equipment necessary for shelter operation.

CDAA Regulations, Section 2930, state that emergency protective measures, undertaken in response to a disaster event resulting in a state of emergency proclamation by the Governor, to save lives, to protect public health and safety, and to protect improved property are eligible for state financial assistance.

### **7.3 PROCUREMENT REQUIREMENTS**

#### USE OF FORCE ACCOUNT RESOURCES

Force account resources must be accurately documented during the response and recovery operations. Often, the use of force account labor and equipment can apply to the public entity's share for disaster-related costs. Labor and equipment expenses may be eligible for state and/or federal reimbursement if documented properly. The City will document the pre-existing condition of any equipment used for shelter and mass care operations and determine if equipment is

appropriate for use. The City will provide training to personnel that will be involved in shelter management and mass care operations, to include those responsible for tracking costs.

#### USE OF PROCUREMENT AND CONTRACTED SERVICES

The City may find it necessary to contract for shelter management and mass care services if operational needs exceed their force account resources, or if it is otherwise determined that securing contracted services is in their best interest. If contracted services are to be used for shelter management mass care services including the management of shelter sites and provision of services, contracts must meet federal procurement requirements to be eligible for reimbursement. The City may also need to implement its emergency procurement procedures during a disaster to support incident or event needs.

The City is responsible for conducting shelter management and mass care operations within areas under their authority to the greatest extent possible using internal resources, mutual aid, or contracted services. The use of resources, including staff, equipment, and supplies, will be documented and tracked by the local jurisdictions to support reimbursement of eligible expenses.

In the event that the City is unable to conduct their own shelter management and mass care operations, they can request assistance from the OA. The OA may provide support for shelter management and mass care operations to public entities within the OA in accordance with SEMS and approved mutual aid and operations plans.

## 8.0 COMMUNITY OUTREACH

Public information plays a crucial role in ensuring community safety during emergencies by effectively communicating vital details about evacuation orders, shelter openings, and the availability of mass care services. Timely and clear dissemination of this information helps individuals make informed decisions quickly, significantly reducing confusion and panic in high-stress situations. By keeping the community well-informed, authorities can facilitate orderly evacuations, ensure people know where to find safe shelter, and direct them to necessary support services, thereby enhancing the overall response to the emergency.

The dissemination of public information following a disaster should be a coordinated effort and align with the principles of SEMS. This includes coordination with the OA and Region through a Joint Information System that ensures aligned messaging.

Public information messages might be developed to communicate the following information:

- Evacuation orders and routes.
- Shelter locations and opening times.
- Available mass care services.
- Safety and preparedness tips.
- Road closures and traffic updates.
- Emergency contact numbers.
- Recovery assistance programs.
- Utility outage updates and restoration times.
- Health and safety warnings.
- Donation and volunteer opportunities.

The City's designated PIO will be responsible monitor public and media comments and address any conflicting information released through the media that might result in confusion among the general public and impact and impact emergency response efforts and recovery operations. As part of ongoing updates to the Shelter Management Plan the City intends to develop templated news briefings as well as public education materials and programs that provide consistent messaging to familiarize the community with measures that can be taken to prepare prior to arriving at a shelter. The public information and education campaign should include disaster preparedness brochures, press releases and/or public service announcements, social media posts, and the distribution of guidance in common areas throughout the community for access by citizens and visitors.

### VULNERABLE POPULATIONS

Following a disaster there will be members of the community that are more prone to disaster impacts compared to others. These individuals may 1) experience challenges receiving disaster messaging through traditional communication channels, 2) be unable to understand the messaging due to communication barriers (e.g., limited English proficiency, access to technology, sensory disability), 3) be unwilling to act on the messaging due to mistrust of the message source, and/or 4) be unable to act on the messaging due to a lack of resources.

Partnerships with NGOs and human services providers will be essential to address existing gaps and coordinate the necessary assistance to vulnerable populations following a disaster. This ensures alignment of NGO activities with direction from emergency management officials and established priorities and objectives. During an emergency, these entities may be tasked with supporting activities aligning with their capability and capacity.

The roles and responsibilities NGOs can fill in support of the shelter and mass care mission include the following:

- Coordinate with City to identify vulnerable populations and incorporate strategies to assist these populations within the shelter and mass care setting.
- Coordinate with City and volunteer organizations post-disaster to assist individuals with disabilities and access and functional needs with shelter-related needs.
- Coordinate with City to provide public information regarding shelter operations to populations with communication barriers.
- Provide information on services and accommodations available to vulnerable populations within the shelter setting.

## 9.0 PLAN MAINTENANCE AND TRAINING

### 9.1 TRAINING SUPPORT

Personnel must be trained on shelter management policies and procedures to maintain a viable plan. The City will maintain an ongoing training and exercises program, which will include shelter and mass care operations training and exercises. The following provides recommendations for shelter operations training:

The City will train new personnel in their specific job duties related to shelter and mass care operations.

- Personnel with response responsibilities must maintain competence in SEMS as prescribed in Government Code §8607(c).
- Personnel operating equipment must be trained to operate any equipment they are responsible for competently and safely.
- Personnel performing shelter and mass care operations will be trained by the jurisdiction or a qualified designee.
- Personnel with responsibility for preparing documentation for reimbursement should receive training on the FEMA Public Assistance Program.

Individuals identified as Shelter Managers will be trained on the regulatory requirements and operational considerations for shelter operations including:

- Mass care and emergency assistance provisions.
- Health and safety protocols.
- Procurement procedures for acquiring shelter equipment, supplies, and services.
- Navigation of federal disaster grant programs.
- Accommodating individuals with disabilities and access and functional needs.
- Accommodating for animals in disasters.

Virtual training options include the following:

- FEMA IS-10.A: Animals in Disasters: Awareness and Preparedness.
- FEMA IS-11.A: Animals in Disasters: Community Planning.
- FEMA IS-22.1: Are You Ready? An In-depth Guide to Citizen Preparedness.
- FEMA IS-366.A: Planning for the Needs of Children in Disasters.
- FEMA IS-403: Introduction to Individual Assistance (IA) (Disaster Housing Plan).
- FEMA IS-405: Overview of Mass Care/Emergency Assistance.
- FEMA IS-662: Improving Preparedness and Resilience through Public-Private Partnerships.
- FEMA IS-1000: Public Assistance Program and Eligibility – This is an 8-hour online course designed to provide an overview of Public Assistance project eligibility and requirements.

In-person training options include the following:

- FEMA MGT-487: Mass Care - Shelter and Relocation Coordination.
- FEMA G-108: Community Mass Care Management.
- FEMA G-358: Evacuation and Re-Entry Planning.
- FEMA E/L/G 0191: Emergency Operations Center/Incident Command System Interface.

## 9.2 EXERCISES

Exercises are essential to maintaining readiness and in determining the effectiveness of plans, personnel, and resources in responding to events that require shelter activation. Workshops and onsite exercises will be conducted periodically to test the ability of the City to coordinate resources for debris operations.

Following exercises, an after-action report should be developed to document strengths and areas of improvement. An improvement plan should also be developed to list corrective actions, identify individuals or agencies responsible for completing the corrective actions, as well as indicating a timeline for completion.



## 10.0 AUTHORITIES AND REFERENCES

### 10.1 AUTHORITIES

#### LOCAL AUTHORITIES

- Hayward Emergency Operations Plan, 2025

#### OPERATIONAL AREA AUTHORITIES

- Alameda County Emergency Operations Plan, 2023
  - ESF #6 Shelter and Mass Care Annex

#### REGIONAL AUTHORITIES

- San Francisco Bay Area Urban Area Security Initiative (UASI). 2023. Bay Area Care and Shelter Planning Toolkit, January 2023

#### STATE AUTHORITIES

- Joint Exercise of Powers Act: Government Code § 6500 et seq.
- California Disaster Assistance Act (CDAA), Title 19, California Code of Regulations
  - Section 2930 – Emergency Protective Measures

#### FEDERAL AUTHORITIES

- FEMA Comprehensive Planning Guide 102 Version 2
- FEMA Direct Housing Guide, 2021
- FEMA Publication FP 104-009-2 – Public Assistance Program and Policy Guide 2020
- National Disaster Recovery Framework, Department of Homeland Security, June 2016
- National Response Framework, Department of Homeland Security, October 2019
- Sandy Recovery Improvement Act (SRIA), included as Division B of the Disaster Relief Appropriations Act, PL 113-2, signed into law January 29, 2013
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. § 5121 et seq., including the Sandy Recovery Improvement Act (SRIA), which amended Title IV of the Stafford Act, PL 113-2
- 23 U.S.C., § 125 – Emergency Relief, part of Moving Ahead for Progress in the 21st Century Act (MAP-21), signed into law July 6, 2012
- Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 C.F.R. § 200 et seq.
- Emergency Planning and Community Right-to-Know Act, 42 U.S.C. § 11001 et seq.

## 10.2 REFERENCES

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- U.S. Department of Homeland Security FEMA. 2023. National Disaster Recovery Framework. (available at: [https://www.fema.gov/sites/default/files/2020-06/national\\_disaster\\_recovery\\_framework\\_2nd.pdf](https://www.fema.gov/sites/default/files/2020-06/national_disaster_recovery_framework_2nd.pdf))
- U.S. Department of Homeland Security, FEMA. 2023. National Preparedness Goal. (available at: <https://www.fema.gov/emergency-managers/national-preparedness/goal>)
- U.S. Department of Homeland Security FEMA. 2023. National Response Framework. (available at: <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response>).
- U.S. Department of Homeland Security FEMA. 2023. Assistance for Governments and Private Non-Profits After a Disaster. (available at: <https://www.fema.gov/assistance/public>).
- U.S. Department of Homeland Security FEMA. 2015. National Preparedness Goal Second Edition. Available at [https://www.fema.gov/sites/default/files/2020-06/national\\_preparedness\\_goal\\_2nd\\_edition.pdf](https://www.fema.gov/sites/default/files/2020-06/national_preparedness_goal_2nd_edition.pdf).
- U.S Department of Homeland Security FEMA. 2019. National Response Framework Fourth Edition. Available at [https://www.fema.gov/sites/default/files/2020-04/NRF\\_FINALApproved\\_2011028.pdf](https://www.fema.gov/sites/default/files/2020-04/NRF_FINALApproved_2011028.pdf).
- U.S. Department of Homeland Security FEMA. 2020. Public Assistance Program and Policy Guide. Available at [https://www.fema.gov/sites/default/files/documents/fema\\_pappg-v4-updated-links\\_policy\\_6-1-2020.pdf](https://www.fema.gov/sites/default/files/documents/fema_pappg-v4-updated-links_policy_6-1-2020.pdf).

U.S. Department of Homeland Security FEMA. 2015. Shelter Field Guide FEMA P-785.

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## APPENDIX A – SHELTER PROFILES

Table A.1 Shelter Profile Snapshot

	Location	Primary Point of Contact	Dorm Capacity	Evacuation Capacity
Primary	<b>California State University – East Bay</b> 25800 Carlos Bee Blvd Hayward, CA 94542	Rochelle Muse 510-885-3791 Rebecca Peieira 510-885-3793	282	564
	<b>Chabot College</b> 25555 Hesperian Blvd Hayward, CA 94545	Owen Letcher 924-485-5277 Ron Billy 510-723-7544	464	929
	<b>Cherryland Community Center</b> 278 Hampton Rd Hayward, CA 94541	Jose Gutierrez 510-825-1605 Phuc Le 510-224-0028	471	165
	<b>Hayward Area Senior Center</b> 22325 N 3rd St Hayward, CA 94546	Jose Gutierrez 510-825-1605 Phuc Le 510-224-0028	43	85
	<b>Matt Jimenez Community Center</b> 28200 Ruus Rd Hayward, CA 94544	Jose Gutierrez 510-825-1605 Phuc Le 510-224-0028	119	238
	<b>TOTAL</b>		<b>1,379</b>	<b>1,981</b>
Secondary	<b>Douglas Morrison Theater</b> 22311 N 3rd St Hayward, CA 94546	Jose Gutierrez 510-825-1605 Phuc Le 510-224-0028	0	217
	<b>Hayward Public Library</b> 888 C St Hayward, CA 94541	Main Phone 510-293-8685	70	377
	<b>San Felipe Community Center</b> 2058 D St Hayward, CA 94541	Jose Gutierrez 510-825-1605 Phuc Le 510-224-0028	61	173
	<b>Sorensdale Recreational Center</b> 275 Goodwin St Hayward, CA 94544	Jose Gutierrez 510-825-1605 Phuc Le 510-224-0028	52	150
	<b>TOTAL</b>		<b>183</b>	<b>917</b>
Tertiary	<b>Southgate Community Center</b> 26780 Chiplay Ave Hayward, CA 94545	Jose Gutierrez 510-825-1605 Phuc Le 510-224-0028	38	147
	<b>Weekes Community Center</b> 27182 Patrick Ave Hayward, CA 94544	Jose Gutierrez 510-825-1605 Phuc Le 510-224-0028	33	94
	<b>TOTAL</b>		<b>71</b>	<b>241</b>
	<b>GRAND TOTAL</b>		<b>1,633</b>	<b>3,139</b>

Shelter Name	Address	Shelter Tier	Usable Square Footage	Dorm Capacity	Evacuation Capacity	Onsite Food Preparation? (Yes/No)	ADA Compliant? (Yes/No)	Limitations to Use? (Yes/No)	Signed Agreement with ARC? (Yes/No)	Security Provided by Facility? (Yes/No)
Cal State – East Bay	25800 Carlos Bee Blvd Hayward, CA 94542	Primary	11,280	282	564	Yes	Yes	Yes, Class schedules	Yes	Yes
Chabot College	25555 Hesperian Blvd Hayward, CA 94545	Primary	18,584	464	929	Yes	Yes	Yes, Class schedules	Yes	No
Cherryland Community Center	278 Hampton Rd Hayward, CA 94541	Primary	9,415	471	165	Yes	Yes	Yes, Community events	Yes	No
Hayward Area Senior Center	22325 N 3rd St Hayward, CA 94546	Primary	1,705	43	85	Yes	Yes	Yes, Community events	Yes	No
Matt Jimenez Community Center	28200 Ruus Rd Hayward, CA 94544	Primary	4,766	119	238	Yes	Yes	Yes, Community events	Yes	No
Douglas Morrison Theater	22311 N 3rd St Hayward, CA 94546	Secondary	0	0	217	No	Yes, Partial	Yes, Limited lodging	Yes	No
Hayward Public Library	888 C St Hayward, CA 94541	Secondary	2,830	70	377	No	Yes	Yes, Book areas restricted	Yes	No
San Felipe Community Center	2058 D St Hayward, CA 94541	Secondary	3,462	61	173	Yes	Yes	Yes, Community events	Yes	No
Sorensdale Recreational Center	275 Goodwin St Hayward, CA 94544	Secondary	2,990	65	130	Yes	Yes	Yes, Community events	Yes	No
Weekes Community Center	27162 Patrick Avenue, Hayward, CA 94544	Tertiary	1,870	33	94	Yes	Yes	Yes, Community events	Yes	No
Southgate Community Center	26780 Chiplay Ave Hayward, CA 94545	Tertiary	2,736	38	147	Yes	Yes	Yes, Community events	Yes	No

## APPENDIX B – SHELTER JOB ACTION SHEETS

Job Action Sheets (JAS) for the following positions can be found in Appendix B:

1. Shelter Manager
2. Assistant Shelter Manager
3. Shift Supervisor
4. Registration Unit Leader/Registration Staff
5. Shelter Food Unit Leader/Feeding Staff
6. Dormitory Manager
7. Shelter Childcare Assistant

**Note:** These JAS have been adapted from the American Red Cross Shelter Field Guide (FEMA P-785)

## Shelter Manager Job Action Sheet

### Position Summary

The Shelter Manager provides supervision and administrative oversight for all shelter operations. This person ensures that the needs of shelter occupants are being met. They supervise a work unit composed of service associates by assuming accountability for the assigned workers within the activity as well as being able to answer common questions on a day-to-day basis. He or she is in charge of making sure the other shelter staff roles are being filled and maintains communication with the Emergency Operations Center (EOC) through the Care and Shelter Branch.

Part of this communication involves reporting shelter counts back to the EOC to monitor shelter capacity. The Shelter Manager is responsible for scheduling and leading shelter staff meetings, briefings with shelter clients if appropriate, establishing shifts for shelter workers and working with all other shelter staff to ensure a smooth shelter operation.

Once shelter staff arrive at the shelter, the Shelter Manager should assign the following roles:

- Registration
- Feeding
- Main Floor/Dormitory Management
- Logistics

Additional staff can be assigned to roam and support shelter clients or other shelter staff. The Shelter Manager has responsibility for all those in the shelter and for requesting additional support from the EOC when needed.

### Major Tasks

- ☐ Responsible for all aspects/services of Shelter operation:
  - Registration
  - Dormitory
  - Food
  - Case Management
  - Medical/Behavioral Health
  - Childcare
- ☐ Ensures the health and safety of all shelter staff and clients
- ☐ Monitors and resolves issues/problems by leveraging support staff and requesting additional resources
- ☐ Authorizes all shelter expenditures for final approval by the Care and Shelter Branch
- ☐ Collects and maintains all shelter logs and submits all reports for the sheltering response

- ☐ Establishes contact with facility representative to activate the shelter when ready
- ☐ Ensure a shelter agreement is completed, the general facility has been assessed and any pre-existing damage is noted
- ☐ Project staffing and other support requirements for the next 48 hours
- ☐ Coordinate recruitment of additional personnel
- ☐ Organize and brief staff
- ☐ Ensure that all essential positions are staffed
- ☐ Ensure local affiliated and non-affiliated workers are used to the fullest extent by providing support, training, and evaluation
- ☐ Request supplies and equipment and any support needed through Care and Shelter Branch.
- ☐ Assess feeding options and discuss recommended solutions with supervisor and Food Services supervisor.
- ☐ Establish a shelter log to capture significant actions, agreements, and accidents
- ☐ Ensure proper shelter identification both inside and outside of the shelter
- ☐ Ensure that welfare information and individual client services copies of shelter registration forms are forwarded to the Care and Shelter Branch. Keep all such information in secure location(s)
- ☐ Ensure there are emergency medical services staff and security personnel at shelter, as needed and available
- ☐ Develop a schedule for feeding, lights out, shelter rules and information board for all residents to view
- ☐ Promote an environment that eliminates discrimination, harassment or favoritism of any sort and adheres to a zero-tolerance policy
- ☐ Resolve staff conflicts and recognize when a conflict must be elevated to a higher level
- ☐ Organize and facilitate staff meetings as appropriate
- ☐ Seek guidance from Care and Shelter Branch, as necessary and appropriate.
- ☐ Follow and implement requests and direction received from supervisor.
- ☐ Monitor and support the quality of service delivery and morale of the workforce in order to achieve the mission statement of disaster services.
- ☐ Coordinate with the EOC to request supplies, equipment, meals, etc., needed to sustain shelter operations.

**Supervises:**

- Dormitory Team Leader



- Registration Team Leader
- Shift Supervisor

**Reports to:**

- Care and Shelter Branch at the City EOC

**Partner Agencies:**

- American Red Cross (ARC)

**Initial Response**

- ☐ Conduct shelter facility walk-through (Facility Opening/Closing Assessment Form and Environmental Health Shelter Assessment Form) as available:
  - Facility Manager/Representative
  - Inspector of Buildings
  - Fire Inspector
  - Public Health Officer/Inspector
  - Logistic Manager
  - ARC Representative
- ☐ Check in staff as they arrive and distribute Job Action Sheets (JAS)
- ☐ Hold initial staff briefing
- ☐ Distribute forms and job aids
- ☐ Supervise shelter set-up
  - Manager/Security/Communications Area
  - Registration Area
  - Food Preparation/Service Area
  - Dormitory Area
  - Childcare Assistance Area
  - Recreation Area
  - Medical Care Area/Quiet Area
  - Staff Break Area
  - Animal Care Area
- ☐ Confirm shelter set-up and recommend approval to open to the Care and Shelter Branch

## Daily Shelter Operations

- ☐ Monitor staff for burn-out and to resolve any interpersonal conflict. Report concerns to Care and Shelter Branch
- ☐ Ensure continuous communications with the Care and Shelter Branch or EOC Manager
- ☐ Ensure shelters operate safely and efficiently and address needs as they arise
- ☐ Hold shift change briefings with staff and collect shelter logs:
  - Situational updates
  - Collect/Distribute Forms:
    - Job Action Sheets
    - Shelter Logs
    - Client Count
  - Emphasize the importance of documenting everything among staff including information on significant actions, agreements, and accidents
  - Sign staff in/out
  - Identify needs or concerns for the next shift
  - Produce situational awareness reports for the Care and Shelter Branch
- ☐ Monitor the shelter capacity including for any animals being sheltered
- ☐ Ensure the safe and efficient transition of shelter clients back to their homes or alternative housing solution
- ☐ Prior to each operational period, align shelter objectives/activities with overarching objectives set by the Care and Shelter Branch
- ☐ Note activity completion status at the end of the operational period
- ☐ Provide summary of shelter logs for the Care and Shelter Branch

## Shelter Closing

- ☐ Receive closing orders from Incident Care and Shelter Branch
- ☐ Coordinate closing announcement with Care and Shelter Branch and Public Information Officer
- ☐ Work with the Logistics Section to facilitate shelter closing.
- ☐ Closing Check List:
  - Determine a plan for the debriefing of shelter workers
  - Can they be of assistance with another sheltering operation?

- Make sure to capture all staff rosters so that workers can be included in after-action reporting
- Pack excess supplies as they become unnecessary for reallocation
- Update supply inventory and submit to Care and Shelter Branch
- ☐ All shelter staff should work to clean and return the shelter to its original condition as the shelter closes
  - Return all moved furniture
  - Remove all signage
  - Include Activity Logs, financial forms and other documentation collected at the shelter debriefing
  - Work with Care and Shelter Branch to update the National Shelter System (NSS) to reflect the shelter closing
- ☐ Assist with clean up and equipment return
  - Refresh (clean and sanitize facility and equipment)
  - Repair (if practical)
  - Restore (if able, otherwise replace)
  - Return (borrowed equipment)
  - Replace
  - Remove (trash and broken equipment)
- ☐ Conduct facility closing walk-through with facility representative
- ☐ Hold final staff debriefing and collect forms
  - Hot Wash: What went well? What needs improvement?
  - Facilitate after action process and development of an improvement plan
  - Review and revise Shelter Management Plan
- ☐ Collect all Forms as record of shelter actions
- ☐ Work with Finance and Administration Section, as needed, to ensure that invoices and reimbursement forms are completed
- ☐ Participate in the after action process, including identification of areas that need improvement

## Assistant Shelter Manager Job Action Sheet

### Position Summary

Facilitates coordination between Shelter Manager and partners, agencies and organizations involved in response/recovery; coordinates with Public Information Officer to ensure consistent, coordinated situational awareness and messaging.

**Note:** The Shelter Manager may delegate additional shelter management tasks to the Assistant Shelter Manager, as needed

### Reports to:

- Shelter Manager

### Partner Agencies:

- American Red Cross (ARC)

### Initial Planning Actions

- ☐ Plan for a shelter operation with the Shelter Manager and Care and Shelter Branch/EOC
- ☐ Appoint additional staff as needed

### Initial Response

- ☐ Hold initial staff briefing and distribute shelter logs and data collection forms
- ☐ Establish communications with Shelter Manager, Care and Shelter Branch, and partner agencies and organizations

### Daily Shelter Operations

- ☐ Monitor staff for burn-out and to resolve any interpersonal conflict. Report concerns to Care and Shelter Branch
- ☐ Ensure continuous communications with the Care and Shelter Branch or EOC Manager
- ☐ Ensure shelters operate safely and efficiently and address needs as they arise
- ☐ Hold shift change briefings with staff and collect shelter logs:
  - Situational updates
  - Collect/Distribute Forms:
    - Job Action Sheets
    - Shelter Logs
    - Client Count
  - Emphasize the importance of documenting everything among staff including information on significant actions, agreements, and accidents
  - Sign staff in/out

- Identify needs or concerns for the next shift
- Produce situational awareness reports for the Care and Shelter Branch
- ☐ Monitor the shelter capacity including for any animals being sheltered
- ☐ Ensure the safe and efficient transition of shelter clients back to their homes or alternative housing solution
- ☐ Prior to each operational period, align shelter objectives/activities with overarching objectives set by the Care and Shelter Branch
- ☐ Note activity completion status at the end of the operational period
- ☐ Provide summary of shelter logs for the Care and Shelter Branch

**Shelter Closing**

- ☐ Maintain continuous situational awareness with partner agencies and organizations and distribute closing information
- ☐ Assist with clean up and equipment return
- ☐ Turn in all shelter logs to the Care and Shelter Branch

## Shift Supervisor Job Action Sheet

### Position Summary

The Shift Supervisor oversees the shelter staff and guides their work in the absence of or as the designee of the Shelter Manager. The Shift Supervisor ensures that the needs of clients are met while in the shelter setting.

**Note:** The Shift Supervisor may assume all the duties of the Shelter Manager, as needed.

### Major Tasks

- ☐ Supervise shelter staff; conduct staff meetings.
- ☐ Work with other constituency groups, such as Logistics and Operations, and other EOC branches in order to ensure smooth operations.
- ☐ Maintain contact with supervisory unit or relief operation headquarters.
- ☐ Ensure that major events are recorded in shelter log.
- ☐ Ensure that feeding operations are running smoothly by interacting with feeding personnel (supervisor, if appropriate).
- ☐ Ensure that proper shelter identification is posted inside and outside shelter.
- ☐ Delegate tasks.
- ☐ Facilitate shelter staff meetings

## Registration Staff Team Leader Job Action Sheet

### Position Summary

Registration staff are responsible for ensuring that individuals entering or leaving a shelter go through the registration process. Without complete, legible, and accurate information about the residents of the shelter, the ability to provide needed services is impaired. To assist with registration, tables and chairs should be set up near the shelter entrance, so that those entering can fill out the necessary forms and be directed to the main shelter area.

If possible, assign a greeter at the entrance to the shelter to welcome shelter clients and guide them to the registration area. Keeping a good count of how the number of clients in the shelter will also allow the Shelter Manager and the Care and Shelter Branch to determine if additional shelters should be opened. In addition to the shelter registration staff, a representative from the Hayward City Police Department should be stationed at/near the registration table. Their role will be to ensure that those entering the shelter do not have legal status that would preclude them from staying in the shelter.

The location of the registration table will be different at each shelter, depending on the layout, but generally should be located at the entrance to the shelter. After shelter clients have completed a registration form, they can be directed to the main shelter area. A shelter log should also be maintained at the registration table to document challenges during registration.

**Note:** It may be necessary to address the need for an isolation area near to the registration area for those exhibiting potentially communicable diseases. Clients entering the shelter will be asked to self-declare illnesses. Individuals displaying symptoms may be isolated from the general population or redirected to a health care facility.

### Major Tasks

- ☐ Support Shelter Manager in organizing and managing shelter
- ☐ Responsible for tracking each shelter occupant, including shelter clients, workers, and visitors
- ☐ Oversight of all shelter pre-registration triage, check-in, registration, check-out and exit procedures and logs
- ☐ Monitor shelter capacity during intake process
- ☐ Refer and direct shelter clients to appropriate mass care services as needed
- ☐ Create registration area, allowing enough space for a waiting area
- ☐ Use shelter intake form record information about clients entering the shelter
- ☐ Send copy of Registration Form to both welfare information and disaster health services, if needed
- ☐ Maintain log for those residents entering and leaving the shelter
- ☐ Maintain a shelter census and report this information to the Shelter Manager at appropriate intervals

- ☐ Refer persons with illness or injury or those with special medication or diets to Health Services
- ☐ Interact with clients to determine needs and refer appropriately
- ☐ Seek guidance from supervisor as necessary and appropriate
- ☐ Maintain a professional appearance and attitude
- ☐ Follow and implement requests and direction received from supervisor

**Supervises:**

- Registration Staff

**Reports to:**

- Shelter Manager

**Partner Agencies:**

- American Red Cross
- Hayward Police Department, or delegated

**Initial Response**

- ☐ Review/establish shelter registration policies and procedures
- ☐ Plan for a shelter registration with the Shelter Manager
- ☐ Determine staffing and supply needs and report any resource gaps
- ☐ Registration Policies:
  - Clients are triaged as they enter the shelter to identify issues that need immediate attention
  - Everyone must sign in and out each time they enter/exit the shelter
  - Clients are asked to indicate if they are permanently leaving/signing out
  - Shelter Registration Form should be used for all shelter clients
  - Ensure dates and times are noted for all shelter clients, staff, and visitors
- ☐ Participate in pre-opening shelter inspection with Shelter Manager
- ☐ Appoint registration staff and hold initial staff briefing
  - Distribute JAS, shelter logs, and any necessary forms
- ☐ Registration Area Set-up:
  - Registration tables must be at an accessible height:
    - Height: 28" minimum, 34" maximum.
    - Knee clearance: 27" minimum.; 19" under the table



- Route to registration much be at least 5 ft. wide and accessible
- ☐ Signs must be accessible:
  - Multiple/appropriate languages
  - Directional signs to Registration and Registration Desk signs
  - “Have your Driver’s License. Or other Government Photo ID ready”
  - “Everyone MUST Sign-in and Sign-Out Every Time”
  - Shelter Rules posted
  - Signs at Exit reminding everyone to sign-in and out
- ☐ Supplies:
  - Office supplies (e.g., pens, paper, index cards, staplers, paper clips, storage trays)
  - ID bracelets/badges or other shelter client identifiers
  - Water and snacks
- ☐ Guidance Documents:
  - Job Action Sheets
  - Shelter Registration Policy
  - Shelter Rules and Regulations
- ☐ Forms:
  - Shelter Check-in/Check-Out Form
  - Shelter Client Intake Form
  - Shelter Log
- ☐ Confirm setup with Shelter Manager

### **Daily Shelter Operations**

- ☐ Establish staffing level with Shelter Manager
- ☐ Registration Details and Check List:
  - Welcome at entrance
  - Triage client needs for mass care services
  - Ask client to sign Shelter Check-in/Check-out Form
  - Ask to see Government issued photo ID and copy/scan if able
  - Ask each client if they are required to register with a local, state or federal agency
  - Attach Shelter Client ID bracelet or distribute other Shelter Client identifier/card

- Assign client to bed/dormitory area
- Provide each client/family with a copy of the shelter rules and direct them to the dormitory area
- ☐ Acceptable registration identification (original documents preferred)
  - Driver's license
  - State issued photo ID
  - School issued photo ID
  - Valid Passport or another federal photo ID
- ☐ Unacceptable registration identification (may be waived in emergencies)
  - Social Security Card
  - Credit Card
  - Birth Certificate
  - Expired Passport
  - Yearbook
  - Physical description
- ☐ Monitor staff for burn-out and to resolve any interpersonal conflict. Report concerns to Care and Shelter Branch

### Ongoing Actions

- ☐ Sign clients, visitors, volunteers, and other staff in and out every time, include the date/time
  - Escort all official visitors, including the media, to the Shelter Manager
  - Do not provide quotes or comments to the media
  - Do not post any shelter information on social media
  - Maintain a count of client registrations, shelter staff, and visitors
  - Forward all reports and forms to Shelter Manager at the end of the shift
- ☐ Hold shift change briefings with staff and collect Activity Logs:
  - Situational updates
  - Collect/Distribute Forms:
    - Job Action Sheets
    - Shelter Logs
    - Client Count

- ☐ Emphasize the importance of documenting significant actions, agreement, and accidents
- ☐ Sign staff in/out
- ☐ Develop end-of-shift briefing and discuss needs or concerns with incoming staff

**Shelter Closing**

- ☐ Coordinate with Shelter Manager on shelter closing
- ☐ Hold shelter closing briefing with registration staff
- ☐ Assist with transition of shelter clients to their home or alternative housing solution
- ☐ Assist with clean up and equipment return:
  - Refresh (clean and sanitize facility and equipment)
  - Repair (if practical)
  - Restore (if able, otherwise replace)
  - Return (borrowed equipment)
  - Replace
  - Remove (trash and broken equipment)
- ☐ Turn in all shelter logs to Shelter Manager
- ☐ Participate in the after action process to share strengths and areas for improvement

## Shelter Food Unit/Feeding Staff Job Action Sheet

### Position Summary

The feeding associate prepares and serves food for clients in the shelter environment. The feeding operation in a short-term sheltering operation is managed by the American Red Cross or other supporting agency. Contracts should be in place to provide each shelter resident with a small breakfast, lunch and dinner each day. Water and juice will also be provided. Feeding staff agency(ies) takes the lead in preparing and serving food but shelter staff should be assigned to assist with this coordination. Assistance serving the meals may be needed.

It is also important to note the number of meals that were served each day. Keep in mind that shelter clients are instructed to bring basic food, water and supplies to a shelter and some of them should have their own food. Shelter staff should coordinate to establish meal times in each shelter.

Responsible for coordinating and delivery of safe and adequate food to all shelters; responsible for obtaining, storing, preparing, feeding, distribution and clean-up; determine the feeding schedule based on resources and needs; ensure that there is a knowledgeable Person-in-Charge (PIC) of food operations; work with Public Health to provide daily food safety inspections

### Supervises

- Food Unit Staff

### Reports to:

- Shelter Manager

### Partner Agencies:

- American Red Cross (feeding, dormitory)
- Voluntary Agencies
- Faith Community
- Local Restaurants and Food Caterers
- Foodbanks

### Major Tasks

- ☐ Establish feeding service as soon as possible after shelter opens
- ☐ Prepare and/or serve food following safe food handling procedures
- ☐ Ensure feeding preparation and serving areas are kept clean and sanitary
- ☐ Keep accurate count of meals and snacks served and submit to Shelter Manager
- ☐ Ensure cleanliness practices are implemented by all food preparation and service personnel.

## Minimum Equipment Recommendations

- ☐ Request access to equipment necessary to maintain feeding services
  - Phone, refrigerator, stove/microwave, instant read thermometer, non-latex gloves, sanitizer tablets, paper towels, paper plates, plastic utensils, paper cups, trash bags, trash receptacles.

## Initial Planning Actions

- ☐ Report to Shelter Manager
- ☐ Obtain briefing on situational awareness from Shelter Manager
- ☐ Designate staff and request activation of additional personnel as needed
- ☐ Maintain regular communications with Shelter Manager on feeding operations
- ☐ Determine types of food service to be provided:
  - Commercially pre-prepared, packaged meals
  - Contract with catering service
  - Church or community group with licensed/permitted kitchen
  - Licensed/permitted mobile kitchen (Red Cross, Salvation Army)
  - Volunteers operating temporary food service
- ☐ Establish and enforce appropriate food preparation and handling policies:
  - Maintain a clean, professional appearance and attitude
  - Post meal and snack times with menus when possible
  - Provide beverages and snacks at all hours if possible
  - Do not accept any donated food items from noncommercial/unknown sources
  - Post required signage and enforce safe food handling procedures
  - Eliminate potential for cross-contamination between raw and ready-to-eat foods
  - Keep surfaces clean and sanitized at all times
  - Maintain hot and cold foods at the appropriate temperatures
  - Implement temperature control measures (e.g., thermometers, temperature logs)
  - Keep accurate count of all meals and snacks served each day (ARC form F5266)
  - Do not allow the general public entry into any food preparation areas
  - Consider cultural, ethnic, religious, and dietary needs within 36 hours of shelter opening, and accommodate as possible
  - Restrict consumption of food/drinks to designated feeding areas

- Ensure all utensils are washed, rinsed, and sanitized for feeding
  - Collect and dispose of all wastes at least three times per day
  - Ensure food distribution is responsive, transparent and equitable
  - Adjust meal portions if food waste consistently exceeds 10%.
  - Potentially hazardous foods must be thrown out after falling outside of temperature threshold for more than 4 hours
  - When in doubt regarding food safety, throw it out
- ☐ Align feeding with established meal standards:
- 2000 calories/per day
  - Entrée: 8 oz. by volume entrée
  - Side Dishes: 6 oz. by volume side dishes
  - Dessert: 6 oz. by volume
- ☐ Post feeding schedule based on available resources and needs
- Standard Meal Schedule: 7am–8am; 12pm–1:00pm; 5pm–6:30pm
  - Snacks Recommendations: Self-serve, ready-to-eat, whole fruits and vegetables, crackers, popcorn, granola bars, cookies, etc.

### **Food Area Requirements**

- Shelter Food Unit Lead must have a current food safety certification
- Adequate lighting and ventilation should be established for cooking areas
- Control access to food preparation/storage areas
- Clean and sanitize food preparation area using 10% bleach
- Refrigeration capability is required
- Hand-wash station, and disposable gloves required

### **Safe Food Handling Practices:**

- Food holding: log time/temperatures
  - Hot/cold food holding: above 140° F/ below 40° F
  - Discard Potentially Hazardous Food (PHF) after 4 hours
- Food storage: secure and off the floor if possible
- Safe Ice/Drinks: treat drink tubs with 1 tsp. bleach/5-8 gallons)
- Hand and dinnerware washing protocols must be posted

- Maintain sanitation and cleanliness using 10% bleach solution
- Enforce the use of disposable gloves
- Implement solid waste management strategy
- Potable water supplies
  - Monitor for contamination: Chemical, bacterial, radiation, viral, particulate matter
  - Boil and other water use orders
  - Bulk water must be from an approved source

### Initial Response

- ☐ Check in with Shelter Manager
- ☐ Attend initial staff briefing
- ☐ Establish a beverage and snack center of ready-to-eat, room temperature foods, as soon as possible
- ☐ Establish workstation to facilitate procurement of goods and services
- ☐ Provide just-in-time training to staff on safe food handling procedures
  - Proper hand washing and use of gloves
  - Proper hot and cold holding
  - Proper sanitation
  - Proper food serving
- ☐ Receive immediate shelter food requests from Shelter Manager
- ☐ Communicate any gaps in food service to the Shelter Manager
- ☐ Set up Shelter Food Service Area with provisions for:
  - A dedicated, labeled hand washing station (warm water, pump soap and paper towels)
  - Sanitation protocols and supplies
  - Food temperature log to show time food left temperature control
  - Hot and cold holding (below 40° and above 140° degrees F)
  - Food preparation
  - Food service
  - Clean-up, sanitize and waste disposal
- ☐ Confirm set-up with Service Manager

**Daily Shelter Operations**

- ☐ Maintain situational awareness and communications with Shelter Manager
- ☐ Ensure continuous communications with the Shelter Manager
- ☐ Coordinate procurement of goods and services with Shelter Manager, as needed
- ☐ Prepare and serve meals and snacks according to feeding schedule
- ☐ Accommodate special diets as able
- ☐ Maintain a safe food environment
- ☐ Monitor staff for burn-out and to resolve any interpersonal conflict. Report concerns to Care and Shelter Branch
- ☐ Attend shift change briefings with staff and collect shelter logs:
  - Situational updates
  - Collect/Distribute Forms:
    - Job Action Sheets
    - Shelter Logs
    - Client Count
  - Emphasize the importance of documenting significant actions, agreements, and accidents
  - Sign staff in/out
  - Discuss needs or concerns for the next shift
  - Create update for the Supervisor/IC
- ☐ Continue to train and monitor staff on each shift for safe food handling
- ☐ Develop end-of-shift briefing and discuss needs or concerns with incoming staff

**Shelter Closing**

- ☐ Receive closing orders from Shelter Manager
  - Attend staff briefing on closing and forms collections
  - Hot Wash: What went well?; What needs improvement?
  - Participate in after action process
  - Review and revise Shelter Management Plan
- ☐ Implement a Closing/Demobilization Plan
  - Include a list of voluntary agencies and individuals to be thanked



- Pack excess supplies as they become unnecessary
- Ship extra supplies to other shelters, return, or donate
- ☐ Assist with clean up and equipment return
  - Refresh (clean and sanitize facility and equipment)
  - Repair (if practical)
  - Restore (if able, otherwise replace)
  - Return (borrowed equipment)
  - Replace
  - Remove (trash and broken equipment)
- ☐ Participate in the after action process to identify strengths and areas of improvement

## Dormitory Manager Job Action Sheet

### Position Summary

The dormitory area or main floor of the shelter is the area where most shelter clients will be spending the majority of their time. The Dormitory Manager position ensures that sleeping areas are appropriately chosen, set up and equipped with all necessary items. Those assigned to the Dormitory Manager position should be responsible for setting up cots, coordinating with team members for blankets, comfort kits and other items if available and necessary. This area is also known as the Dormitory Area

Once registered, shelter clients can walk to this area and set up any cots, sleeping bags or supplies they brought with them. Cots, mattresses and other available supplies can also be set up here. Staff working in this area should monitor the main floor of the shelter and report any significant issues to the Shelter Manager. In this area of the shelter, there will most likely be a good amount of interaction with shelter clients. Staff should be as helpful as possible to shelter clients, and work with them to provide a safe and comfortable environment. All reasonable efforts should be pursued to protect the shelter property.

Provide adequate dormitory services to shelter clients; works with partner agencies to ensure that individual sheltering needs are met; provide coordination and assistance to parents to provide age-appropriate childcare activities.

**Note:** The dormitory area and layout of the main shelter area will vary by facility.

### Major Tasks

- ☐ Designate space for sleeping areas that is appropriate, considering separate areas for families with children, the elderly or other unique situations.
- ☐ Set up cots and, if possible, place two blankets on each cot.
- ☐ Ensure that set up allows for those individuals with disabilities or those who need other forms of support.
- ☐ Ensure space is available to distribute comfort kits and other appropriate items.
- ☐ Seek guidance from your supervisor as necessary and appropriate.
- ☐ Maintain a professional appearance and attitude.
- ☐ Follow and implement requests and directions received from your supervisor.
- ☐ Exhibit good stress reduction skills. Strive to encourage an environment for the unit that minimizes the stress level as much as possible under the disaster conditions.
- ☐ Plan use of space while considering various possibilities.

### Minimum Dormitory Equipment Recommendations

- Cots or floor mats, blankets, cribs
- 1 each client

**Minimum Childcare Equipment Recommendations**

- Simple toys
- Cards
- TV
- Dormitory Information, Rules and Routines
- Cot Cleaning Guide

**Initial Planning Actions**

- ☐ Plan for a shelter dormitory operation with the Shelter Manager or Incident Command/EOC
- ☐ Review dormitory policies and procedures
- ☐ Contact partner agencies to assist with operations
- ☐ Determine staffing and supply needs, complete Resource Request Form (ICS 308) and send to Shelter Manager
- ☐ Set and post dormitory rules

**Supervises:**

- Childcare Assistance Unit Staff

**Reports to:**

- Shelter Manager

**Partner Agencies:**

- Local Schools
- Local Day Care
- Local Hotels/Motels
- Local Social Service Agencies
- American Red Cross

**Initial Response**

- ☐ Conduct Final Pre-Opening Shelter inspection with Shelter Manager or IC
- ☐ Appoint Childcare Assistance Unit Leader
- ☐ Appoint Staff (Volunteers) as needed
- ☐ Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and Dormitory Rules List
- ☐ Oversee and assist with Dormitory and Childcare Assistance area set-up

- Minimum 40 square feet per person
- 3 feet between cots
- Allow families to form groups with extra space
- Dormitory Area is restricted to clients and is quiet zone
- ☐ Confirm staffing and Resource Requests with Shelter Manager
- ☐ Confirm set-up with Shelter Manager or Shelter Services Coordinator/IC/EOC

**Daily Shelter Operations**

- ☐ Determine staffing schedule with Shelter Manager
- ☐ Monitor staff for burn-out and to resolve any interpersonal conflict. Report concerns to Care and Shelter Branch
- ☐ Hold shift change briefings with staff and collect Activity Logs:
  - Situational updates
  - Collect/Distribute Forms:
    - Job Action Sheets
    - Activity Logs
    - Medical Logs
    - Client Count
    - Expense Sheets
    - Inspections, etc.
  - Emphasize the importance of documenting everything, especially injuries and complaints
  - Sign in/out staff
  - Discuss needs or concerns for the next shift
  - Create update for the Supervisor/IC
- ☐ Oversee Dormitory and Childcare Assistance Areas (Note: parents are responsible for the children at all times.)
- ☐ Set up Functional Needs Support Services cots only as needed to ensure that there are cots available for FNSS clients as they arrive
- ☐ Maintain quiet and low light hours as posted for the Dormitory Area

**Shelter Closing**

- ☐ Coordinate with Shelter Manager on shelter closing
- ☐ Hold shelter closing briefing with Dormitory and Childcare Staff

- ☐ Assist with transition of shelter clients to their new normal as needed
- ☐ Assist with demobilization, clean-up and equipment return in Dormitory Area, including cot cleaning
  - Refresh (clean and sanitize facility and cots)
  - Repair (if practical)
  - Restore (if able, otherwise replace)
  - Return (borrowed equipment)
  - Replace (pillows and blankets)
  - Remove (trash and broken equipment)
- ☐ Turn in all logs to Supervisor
- ☐ Participate in the After Action Report process, including identification of areas for improvement

## Shelter Childcare Assistant Job Action Sheet

### Position Summary

Assist parents in providing age appropriate childcare services in the shelter; help ensure parents are able to provide their children with a safe environment while in the shelter.

### Initial Planning Actions

- ☐ Plan for a shelter childcare assistance operation with the Dormitory Team Leader
- ☐ Contact partner agencies to assist with Operations
- ☐ Determine staffing and supply needs, complete Resource Request Form (ICS 308) and send to Logistics
- ☐ Review childcare policies and procedures
  - Staff should provide safe, pleasant, age-appropriate resources for parents to run a child-friendly activities area.
  - 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.
  - A child should never be alone in the shelter. They must be accompanied to all parts of the shelter.
  - The children area should be free from significant physical hazards and/or structural barriers.
  - The environment should be secure and separated from other parts of the shelter.
  - The children area should be close to restrooms.
  - All staff members must be at least 18 years of age.
  - Supervisors should be at least 21 years of age.
- ☐ Procedures for sign in and sign out:
  - Parents/guardians must sign child in and out, on Childcare Registration Form
  - When placing their child or children in this area parents, guardians or caregivers are required to stay on-site or designate a responsible adult child care proxy to be responsible for their child who is on-site at all times.
  - Children can only be released to the parent, guardian, caregiver or designee listed on the registration form.
  - The parents, guardians or caregivers are responsible for identifying any special needs for the child/children (food allergies, behavioral issues, medications, etc.).

**Supervises:**

- Childcare Assistance Unit Staff

**Reports to:**

- Shelter Dormitory Manager

**Partner Agencies:**

- Local Schools
- Local Day Care
- Local Faith Community

**Initial Response**

- ☐ Set-up Childcare Assistance Area
- ☐ Confirm Set-up with Dormitory Team Leader
- ☐ Appoint staff as needed
- ☐ Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and Childcare Rules
- ☐ Confirm Staffing and Resource Requests with Logistics

**Daily Shelter Operations**

- ☐ Determine staffing schedule with Dormitory Team Leader
- ☐ Monitor staff for burn-out and to resolve any interpersonal conflict. Report concerns to Care and Shelter Branch
- ☐ Hold shift change briefings with staff and collect Activity Logs:
  - Situational updates
  - Collect/Distribute Forms:
    - Job Action Sheets
    - Activity Logs
    - Medical Logs
    - Client Count
    - Expense Sheets
    - Inspections, etc.
  - Emphasize the importance of documenting everything, especially injuries and complaints
  - Sign in/out staff

- Discuss needs or concerns for the next shift
- Create update for the Supervisor/IC
- ☐ Recruit parents to lead/provide childcare activities
- ☐ Oversee Childcare Assistance Areas (Note: parents are responsible for the children at all times.)
- ☐ Oversight of child sign-in and sign-out in Childcare Assistance Area
- ☐ Monitor for child safety and security
- ☐ Assist parents with maintaining order in the Childcare Assistance Area

### **Shelter Closing**

- ☐ Coordinate with Dormitory Team Leader on shelter closing
- ☐ Hold shelter closing briefing with Childcare Staff
- ☐ Assist with transition of shelter clients to their new normal as needed
- ☐ Assist with clean up and equipment return
  - Refresh (clean and sanitize facility and equipment)
  - Repair (if practical)
  - Restore (if able, otherwise replace)
  - Return (borrowed equipment)
  - Replace
  - Remove (trash and broken equipment)
- ☐ Turn in all logs to Supervisor
- ☐ Participate in the After Action Report process, including identification of areas for improvement



## APPENDIX C – SHELTER MANAGEMENT FORMS

The following shelter management forms can be found in Appendix C:

1. Shelter Log Form
2. Shelter Shift Inspection Form
3. Unaccompanied Minor and Separated Child Report Form

**Note:** These forms have been adapted from the American Red Cross Shelter Field Guide (FEMA P-785). Additional shelter forms are maintained by Hayward Fire Department.

## Shelter Log Instructions

Use a *Shelter Log Form* to document exceptional circumstances that occur in the shelter. There will be at least two shelter logs: a general log to which all staff members contribute, and a manager log used only by the shelter manager.

- General Log:
  - All staff members contribute entries regarding:
    - Problems, solutions, and commitments;
    - Information related to client needs;
    - Other information concerning shelter activities or incidents.
  - All information maintains the privacy of our clients and staff.
  - See doctrine sources below for details.
- Manager Log:
  - The shelter manager is the only person who completes the manager log.
  - The manager shelter log contains confidential information, such as:
    - Staff performance issues (positive and negative);
    - Activities involving clients needing to register with local law enforcement;
    - Requests for information from law enforcement;
    - Disclosure of confidential client information;
    - Unaccompanied minors;
    - Issues in the shelter that are escalated for resolution.
  - Both logs are stored in a secured location. The manager log is securely stored where only the shelter manager has access to it.
  - See doctrine sources below for details.

This job tool should be used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter
- Job Tool: Shelter Staffing

### Follow the steps below to complete this form:

1. Indicate if this is a “General Log” or a “Manager Log.”
2. Enter the first date the form was used.
3. Consult with the shelter manager if necessary to identify the “DR Number” and the “Shelter Name/Location.”
4. To add log entries:
  - a. Enter the date and time when the event/ activity/ incident took place.
  - b. Enter the name of the shelter staff member who recorded the entry.
    - a. Document all information describing situation or issue. This section should be updated as the follow-up action boxes are checked.
    - b. Indicate “Follow-Up Action:”

- Required: In the initial log entry, note if the event/ activity/ incident needs follow-up action taken. If known, note the individual completing the follow-up action.
  - Completed: As the event/ activity/ incident is completed, check the completed box and add any pertinent information about the completion, including the completer's name, to the initial log entry.
5. Enter the page number and total number of pages at the bottom of each page. Use as many pages as needed.

☐ General Log      ☐ Manager Log



**HAYWARD**

## Shelter Log Form

☐ General Log    ☐ Manager Log

Date: \_\_\_\_\_ Incident/DR#: \_\_\_\_\_ Shelter Name/Location: \_\_\_\_\_

Date & Time Name	Log Entry (Use Additional Lines as Needed)	Follow-Up Action
		<input type="checkbox"/> Required <input type="checkbox"/> Completed
		<input type="checkbox"/> Required <input type="checkbox"/> Completed
		<input type="checkbox"/> Required <input type="checkbox"/> Completed
		<input type="checkbox"/> Required <input type="checkbox"/> Completed
		<input type="checkbox"/> Required <input type="checkbox"/> Completed
		<input type="checkbox"/> Required <input type="checkbox"/> Completed
		<input type="checkbox"/> Required <input type="checkbox"/> Completed
		<input type="checkbox"/> Required <input type="checkbox"/> Completed

## Shelter Referral Log Form

*Use this log to record client needs that were identified when completing the Shelter Client Information form or other interactions with clients so Red Cross activities can provide specialized support to clients*

Date: \_\_\_\_\_ Incident/DR#: \_\_\_\_\_ Shelter Name/Location: \_\_\_\_\_

Referral Timing	Client Name / Contact Info	Reason(s) for Referral	Referral To
<i>Date/Time Recorded:</i>  <i>Date/Time Received:</i>  <i>Name of person who received referral:</i>		<i>Do not record confidential information</i>	<input type="checkbox"/> Health Services <input type="checkbox"/> Mental Health <input type="checkbox"/> Spiritual Care <input type="checkbox"/> Shelter Manager <input type="checkbox"/> SRT <input type="checkbox"/> Feeding <input type="checkbox"/> Other (specify)
<i>Date/Time Recorded:</i>  <i>Date/Time Received:</i>  <i>Name of person who received referral:</i>		<i>Do not record confidential information</i>	<input type="checkbox"/> Health Services <input type="checkbox"/> Mental Health <input type="checkbox"/> Spiritual Care <input type="checkbox"/> Shelter Manager <input type="checkbox"/> SRT <input type="checkbox"/> Feeding <input type="checkbox"/> Other (specify)
<i>Date/Time Recorded:</i>  <i>Date/Time Received:</i>  <i>Name of person who received referral:</i>		<i>Do not record confidential information</i>	<input type="checkbox"/> Health Services <input type="checkbox"/> Mental Health <input type="checkbox"/> Spiritual Care <input type="checkbox"/> Shelter Manager <input type="checkbox"/> SRT <input type="checkbox"/> Feeding <input type="checkbox"/> Other (specify)

Referral Timing	Client Name / Contact Info	Reason(s) for Referral	Referral To
<i>Date/Time Recorded:</i>  <i>Date/Time Received:</i>  <i>Name of person who received referral:</i>		<i>Do not record confidential information</i>	<input type="checkbox"/> Health Services <input type="checkbox"/> Mental Health <input type="checkbox"/> Spiritual Care <input type="checkbox"/> Shelter Manager <input type="checkbox"/> SRT <input type="checkbox"/> Feeding <input type="checkbox"/> Other (specify)
<i>Date/Time Recorded:</i>  <i>Date/Time Received:</i>  <i>Name of person who received referral:</i>		<i>Do not record confidential information</i>	<input type="checkbox"/> Health Services <input type="checkbox"/> Mental Health <input type="checkbox"/> Spiritual Care <input type="checkbox"/> Shelter Manager <input type="checkbox"/> SRT <input type="checkbox"/> Feeding <input type="checkbox"/> Other (specify)
<i>Date/Time Recorded:</i>  <i>Date/Time Received:</i>  <i>Name of person who received referral:</i>		<i>Do not record confidential information</i>	<input type="checkbox"/> Health Services <input type="checkbox"/> Mental Health <input type="checkbox"/> Spiritual Care <input type="checkbox"/> Shelter Manager <input type="checkbox"/> SRT <input type="checkbox"/> Feeding <input type="checkbox"/> Other (specify)
<i>Date/Time Recorded:</i>  <i>Date/Time Received:</i>  <i>Name of person who received referral:</i>		<i>Do not record confidential information</i>	<input type="checkbox"/> Health Services <input type="checkbox"/> Mental Health <input type="checkbox"/> Spiritual Care <input type="checkbox"/> Shelter Manager <input type="checkbox"/> SRT <input type="checkbox"/> Feeding <input type="checkbox"/> Other (specify)

## Shelter Shift Inspection Form Instructions

The *Shelter Shift Inspection Form* is completed at the end of every shift, as well as other times established by the shelter manager. This job tool is used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Job Tool: Operating a Shelter

**Follow the steps below to complete this form:**

1. Enter the date the inventory is being completed.
2. Consult with the shelter manager if necessary to identify the “DR Number” and the “Shelter Name/Location.”
3. Indicate for which shift the inspection is being conducted.
4. Enter the time the inspection was conducted.
5. Enter the name of the shift supervisor. During the day shift, this is often the shelter manager.
6. Enter the name of the worker conducting the inspection.
7. Indicate Yes, No, or not applicable (N/A) for each question on the form. N/A only applies if the item in question does not exist. For example, if there are no restricted areas requiring limited access, indicate N/A to the question, “Are controls in place for restricted areas requiring limited access?”
8. For any item marked “No,” list the resolution to the issue in the *Resolution of Issues Identified Above* section.
9. Note any identified issues in the shelter log.



## Shelter Shift Inspection Form

Date: \_\_\_\_\_ Incident/DR#: \_\_\_\_\_ Shelter Name/Location: \_\_\_\_\_

Shift:	<input type="checkbox"/> Day <input type="checkbox"/> 2 <sup>nd</sup> <input type="checkbox"/> Night	Inspection Time:
Shift Supervisor:		
Inspector:		
<b>General Condition</b>		
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are all areas free of excessive wear and tear?	
<b>Entrances, Exits, and Access to Shelter</b>		
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are all entrances and exits visible and unobstructed?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are all entrances and exits marked with a visible sign that is properly illuminated?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are accessible entrances clearly marked?	
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	Are controls in place for any restricted areas requiring limited access?	
<b>Exterior of Shelter</b>		
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are all walkways clear of trip or fall hazards?	
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	In inclement weather, are all walkways clear of snow and ice?	
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	Are all accessible ramps and handrails maintained?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are there appropriate containers for disposal of cigarettes and trash?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Is there an appropriate area for service and assistance animals to relieve themselves?	
<b>Interior of Shelter</b>		
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are the routes between service delivery areas and restrooms at least 36" wide, free of protruding objects, and accessible to all clients and workers?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are all areas and floors clean, dry, sanitary, and free of hazards?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Is floor protection adequately secured to avoid slips, trips, and falls?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are all service delivery areas sanitized and clean of debris?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Is signage for designated areas legible and large enough for all clients and workers to see?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Does signage reflect all languages spoken by the shelter resident population?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are restrooms clean, orderly and free of standing water, trip and fall hazards, and chemicals?	
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	Are diaper-changing areas sanitized with available hand wipes?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Is there an adequate power supply for clients with durable medical equipment and portable electronic device charging stations?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are electrical cables and outlets routed and covered safely?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are doors and windows secured?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are reception workers appropriately controlling access to the shelter and securing the shelter entrance?	
<input type="checkbox"/> Yes <input type="checkbox"/> No	Are dormitory registration workers appropriately controlling access to the dormitory and securing the dormitory entrance?	

## Resolution of Issues Identified Above

**NOTE ANY ISSUES ON THE SHELTER LOG**

## Unaccompanied Minor/Separated Child Report Form Instructions

The shelter worker completes the *Unaccompanied Minor and Separated Child Report Form* as completely as possible after an unaccompanied minor or separated child is found at a shelter. This job tool should be used in conjunction with the following doctrine:

- Sheltering Standards and Procedures
- Safe and Well Linking Handbook

### Complete this form following the guidance below:

- (\*) – Boxes that include an asterisk are required, as they align with the required fields for the National Center for Missing and Exploited Children (NCMEC).
- If time does not allow the completion of all fields, focus on completing the required fields, and return to the form when able.
- Information entered onto the form should be factual and clearly communicated. Opinions and judgments should not be included in the narrative.
- This form should be sent (email or paper copy) to the division disaster executive at the applicable division and to the national headquarters Reunification liaison for record-keeping, in case there is a request for follow-up.

### Administrative:

- **Date/time** - Enter the first date the form was used.
- **Incident/DR#** - Consult with the shelter manager, if unknown.
- **Shelter name and phone number** – Enter the name of the shelter where the form was used.

Consult with the shelter manager, if unknown.

### Type:

- **Unaccompanied minor** - An unaccompanied minor is an un-emancipated child younger than 18 who has been separated from both parents, legal guardians, other relatives, schools, and child care providers and are not being cared for by an adult who, by law or custom, is responsible for doing so.
- **Separated child** - A separated child is a child who is separated from both parents or from his or her previous legal guardian or customary primary caregiver, but not necessarily from other family members.

### Clarifying Definitions:

- **Emancipated minor** - An emancipated minor is a minor who is legally entitled to be treated as an adult through a court order, marriage, military service, or being a parent. (NOTE: Laws vary by state on this definition).

- **Family member** - A family member is a person related to another person by blood, adoption, or marriage.
- **Legal guardian** - A legal guardian is an adult with the legal right to physical custody of a minor, as bestowed by court order or state law.
- **Parent** - A parent refers to the birth parent or adoptive parent of a minor.

**Minor's information:**

- **Name** - Enter the minor's name.
- **Date of birth** – If unknown, enter an approximate age. This information will be helpful if multiple minors have the same name.
- **Gender** – Enter the minor's gender.
- **Phone number/email address** – Enter the minor's phone number and email address.
- **Is the minor non-verbal or unable to self-identify?** – If the minor is of non-speaking age, speaks a different language, or chooses not to speak, enter "Yes." ☐  
**Home address** – Enter the minor's home address.
- **Primary language spoken/secondary language** – This information will help to ensure that those working with the minor are aware that an interpreter might be needed.
- **Location where the minor was found or separated from parent/guardian** – If an exact location is not known, provide as many descriptive details as possible. If the minor is unable to articulate a location, ask guiding questions to probe for additional details.
- **Date/time when the minor was found or separated from parent/guardian** – If an exact time is not known, provide as many descriptive details as possible. If the minor is unable to articulate a time, ask guiding questions to probe for additional details.

**Minor's physical description:**

- Enter as much detail as possible.

**Red Cross workers responsible for supervising the minor (unaccompanied minors ONLY):**

- Enter the name and contact information of those who have agreed to supervise the minor. The act of entering this information will serve as a record and ensure that the shelter manager is aware of the staff allocation.

**Presumed parent/guardian information:**

- Enter the name and contact information for the presumed parent/guardian provided by the minor. This information is taken as *presumed*, since law enforcement must verify a custodial relationship.

**Law enforcement:**

- **Has law enforcement been notified?** – Check “yes” or “no.” Law enforcement must be contacted. If the form is marked as “no,” ensure that the shelter manager is aware of this pending task, so this can be completed as soon as possible.
- **Date/time law enforcement was notified** – This information will be important for understanding previous actions and the case timeline.
- **Law enforcement contact information** – During the discussion with law enforcement, a contact should be provided for who will investigate the case.
- **Name/phone number of Red Cross worker that contacted law enforcement** – This information is important in case the shelter worker or shelter manager would like to follow-up with the caller. Depending on the timeline of the case, the caller could have already been out-processed.
- **Notes** – Provide any information from engagement with law enforcement (e.g. local procedures for unaccompanied minors or separated children, topics of follow-up discussions, follow-up tasks, etc.). Use an additional piece of paper for notes that do not fit on the form, and staple together.

**National Center for Missing and Exploited Children (NCMEC)**

- **Has the unaccompanied minor been registered on the Unaccompanied Minor Registry (UMR)?**
  - Check “Yes” or “No.” Registry on NCMEC’s UMR is required.
- Registry may occur through one of the following methods:
  - Cell phone, tablet, or computer - <http://umr.missingkids.org>
  - If encountering trouble on cell phone, tablet, or laptop, please call NCMEC Call Center - 1-800-THE-LOST
- If the form is marked as “no,” ensure that the shelter manager is aware of this pending task so this can be completed as soon as possible.
- **Has the separated child been reported to NCMEC?**
  - Call NCMEC Call Center - 1-800-THE-LOST
- **Date/time of NCMEC contact** – This information will be important for understanding previous actions and timeline that have occurred.
- **NCMEC contact information** – If registry occurred over the phone and NCMEC call center provides a contact phone number, list it in this box.
- **Name/phone number of Red Cross Worker that contacted NCMEC** – This information is important in case the shelter worker or shelter manager would like to follow-up with the caller. Depending on the timeline of the case, the caller could have already been out processed.

- **Notes** – Provide any information from engagement with NCMEC (e.g. local procedures for unaccompanied minors or separated children, topics of follow-up discussions, follow-up tasks, etc.). Use an additional piece of paper for notes that do not fit on the form and staple it to the form, as needed.

**Transfer/reunification plan:**

- **Name/agency and phone number to transfer/reunify minor to** – This information requires the approval of law enforcement.
- **Anticipated date/time of transfer/reunification** – This date could be subject to change but is important for planning purposes.
- **Actual date/time of transfer/reunification** – This will serve as a record for the case.
- **Name of law enforcement officer that approved plan** – A law enforcement officer is required to approve the plan. This approval process ensures that the minor is being transferred/reunited with the appropriate party. If any future questions arise regarding the transfer/reunification, this contact information is critical for the record.
- **Notes** – Enter any notes regarding the transfer/reunification process on a separate piece of paper and staple to the report. Examples: delays, issues, why the transfer occurred, mode of transportation, location of transfer, follow-up action, etc.

## Unaccompanied Minor/Separated Child Report Form

Date/time: \_\_\_\_\_ Incident/DR#: \_\_\_\_\_

\*Shelter Name: \_\_\_\_\_ \*Shelter Phone Number: \_\_\_\_\_

Type of Child		
<input type="checkbox"/> Unaccompanied Minor <input type="checkbox"/> Separated Child		
Minor's Information		
*Name (Last, First, Nickname):	* Date of birth (or approx age):	* Gender:
Home number: Cell number:	Email address:	Is the minor non-verbal/unable to self-identify?
Home address:		
Primary language spoken:  Secondary language:	*Location where minor was found or separated from parent/guardian:	*Date/time minor was found or separated from parent/guardian:
Minor's Physical Description		
*Clothing:	*Hair color:	Eye color:
Weight:	Height:	Build:
Race:	Complexion:	Hair style:

Distinguishing marks (moles, scars, tattoos):	Items carried:	Eyeglasses?
<b>Red Cross Workers Responsible for Supervising Minor (Unaccompanied Minor ONLY)</b>		
Red Cross disaster worker #1 Name:	Cell phone:	
Red Cross disaster worker #2 Name:	Cell phone:	

<b>Presumed Parent/Guardian Information</b>	
Name #1:	Home phone: Cell phone: Email:
Name #2:	Home phone: Cell phone: Email:
<b>Law Enforcement</b>	
Has local law enforcement been notified? <input type="checkbox"/> Yes <input type="checkbox"/> No	Law enforcement contact information:
Date/time law enforcement notified:	Name of Red Cross disaster worker who contacted law enforcement:  Cell phone number:
Notes:	
<b>National Center for Missing and Exploited Children (NCMEC)</b>	
Has the unaccompanied minor been registered on NCMEC's UMR?: <input type="checkbox"/> Yes <input type="checkbox"/> No	Has the separated child been reported to NCMEC?: <input type="checkbox"/> Yes <input type="checkbox"/> No



Date/time of NCMEC contact:

Name of Red Cross disaster worker who contacted NCMEC:

NCMEC contact information:

Cell phone number:

Notes:

## Transfer/Reunification Plan

Name/agency to transfer/reunify minor to:

Phone number:

Anticipated date/time of transfer/reunification:

Actual date/time of transfer/reunification:

Name of law enforcement officer that approved plan:

Badge number:

## APPENDIX D – SHELTER STAFFING MATRIX

The following ARC staffing matrices provide an analysis of minimum and ideal shelter staffing showing manager, supervisor, and worker counts; Table A provides the staffing levels for two, twelve-hour shelter operation shifts while. These tables should be used in combination to establish shelter operations assignments based on availability of resources and shelter population figures.

Table D.1: Staffing Level for Two, 12-Hour Shifts

			Manager	Supervisor	Shelter Worker	Staff per Shift	Staff Total	Clients per Staff per shift
50 Clients	Minimum Staff	Day	1	-	1	2	4	25
		Night	-	1	1	2		25
	Ideal Staff	Day	1	-	2	3	6	17
		Night	-	1	2	3		17
100 Clients	Minimum Staff	Day	1	-	1	2	4	50
		Night	-	1	1	2		50
	Ideal Staff	Day	1	-	3	4	7	25
		Night	-	1	2	3		33
200 Clients	Minimum Staff	Day	1	1	2	4	8	50
		Night	-	1	3	4		50
	Ideal Staff	Day	1	1	7	9	15	22
		Night	-	1	5	6		33
500 Clients	Minimum Staff	Day	1	2	7	10	20	50
		Night	-	2	8	10		50
	Ideal Staff	Day	1	3	18	22	39	23
		Night	-	3	14	17		29

Table D.2: Staffing Level for Three 8-Hour Shifts

			Manager	Supervisor	Shelter Worker	Staff per Shift	Staff Total	Clients per Staff per shift
50 Clients	Minimum Staff	Day	1	-	1	2	6	25
		2nd	-	1	1	2		25
		Night	-	1	1	2		25
	Ideal Staff	Day	1	-	2	3	6	17
		2nd	-	1	2	3		17
		Night	-	1	2	3		25
100 Clients	Minimum Staff	Day	1	-	1	2	6	50
		2nd	-	1	1	2		50
		Night	-	1	1	2		50
	Ideal Staff	Day	1	-	2	3	10	33
		2nd	-	1	3	4		25
		Night	-	1	2	3		33
200 Clients	Minimum Staff	Day	1	1	2	4	12	50
		2nd	-	1	3	4		50
		Night	-	1	3	4		50
	Ideal Staff	Day	1	1	4	6	18	33
		2nd	-	1	6	7		29
		Night	-	1	4	5		40
500 Clients	Minimum Staff	Day	1	2	7	10	30	50
		2nd	-	2	8	10		50
		Night	-	2	8	10		50
	Ideal Staff	Day	1	3	12	16	49	31
		2nd	-	4	15	19		26
		Night	-	3	11	14		36

Table D.3: Minimum Shelter Position Staffing Assignments for Two Shifts

Minimum Shelter Staffing - 2 Shifts	50 Clients		100 Clients		200 Clients		500 Clients	
Role	Day	Night	Day	Night	Day	Night	Day	Night
Shelter Manager	1		1		1		1	
Shift Supervisor		1		1	1	1	2	2
Administrative Support					1		1	
Registration	1		1		1	1	2	2
Dormitory		1		1		1	2	2
Feeding/Canteen						1	1	2
Information/Help Desk					1		1	1
Other								1
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>10</b>	<b>10</b>

Table D.4: Ideal Shelter Position Staffing Assignments for Two Shifts

Ideal Shelter Staffing – 2 Shifts	50 Clients		100 Clients		200 CLIENTS		500 CLIENTS	
Role	Day	Night	Day	Night	Day	Night	Day	Night
Shelter Manager	1		1		1		1	
Shift Supervisor		1		1	1	1	3	3
Administrative Support					1		1	
Registration	1	1	1	1	2	2	5	5
Dormitory	1	1	1	1	2	2	5	5
Feeding/Canteen			1		1	1	3	3
Information/Help Desk					1		3	1
Other							1	
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>9</b>	<b>6</b>	<b>22</b>	<b>17</b>

Table D.5: Minimal Shelter Position Staffing Assignments for Three Shifts

Minimum Shelter Staffing – 3 Shifts	50 Clients			100 Clients			200 Clients			500 Clients		
Role	Day	2nd	Night	Day	2nd	Night	Day	2nd	Night	Day	2nd	Night
Shelter Manager	1			1			1			1		
Shift Supervisor		1	1		1	1	1	1	1	2	2	2
Administrative Support												
Registration	1	1		1	1		1	1		3	3	2
Dormitory			1			1	1	1	2	2	2	4
Feeding/Canteen								1		1	1	1
Information/Help Desk										1	2	1
Other												
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>10</b>	<b>10</b>	<b>10</b>

Table D.6: Ideal Shelter Position Staffing Assignments for Three Shifts

Ideal Shelter Staffing – 3 Shifts	50 Clients			100 Clients			200 Clients			500 Clients		
Role	Day	2nd	Night	Day	2nd	Night	Day	2nd	Night	Day	2nd	Night
Shelter Manager	1			1			1			1		
Shift Supervisor		1	1		1	1	1	1	1	3	4	3
Administrative Support							1			1		
Registration	1	1		1	2	1	2	2	1	5	5	3
Dormitory			1			1	1	1	2	2	2	4
Feeding/Canteen								1		1	1	1
Information/Help Desk										1	2	1
Other												
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>7</b>	<b>5</b>	<b>16</b>	<b>19</b>	<b>14</b>

## APPENDIX E – SHELTER STAFFING ROSTER

Name	Organization	Email
Sharon Dalleske	CERT	<a href="mailto:skidder_poo@yahoo.com">skidder_poo@yahoo.com</a>
Jennie Comstock	Hayward Animal Services	<a href="mailto:jennie.comstock@hayward-ca.gov">jennie.comstock@hayward-ca.gov</a>
Debbie Kearns	CERT	<a href="mailto:debkearnsdk@gmail.com">debkearnsdk@gmail.com</a>
Paula Simas	CERT	<a href="mailto:paula_simas@att.net">paula_simas@att.net</a>
Maricela Munoz	CERT	<a href="mailto:maricelamunoz89@gmail.com">maricelamunoz89@gmail.com</a>
Gabriel de la Pena	CERT	<a href="mailto:gdelapena78@yahoo.com">gdelapena78@yahoo.com</a>
Melissa Burkley	City of Hayward - Library	<a href="mailto:melissa.burkley@hayward-ca.gov">melissa.burkley@hayward-ca.gov</a>
Cindy Nguyen	City of Hayward - Revenue	<a href="mailto:cindy.nguyen@hayward-ca.gov">cindy.nguyen@hayward-ca.gov</a>
Justin Johnson	CERT	<a href="mailto:justinj06@outlook.com">justinj06@outlook.com</a>
Lisa Baskett	CERT	<a href="mailto:n4wardmotion@yahoo.com">n4wardmotion@yahoo.com</a>
Vincent Perez	City of Hayward - Revenue	<a href="mailto:perez.john.vincent@gmail.com">perez.john.vincent@gmail.com</a>
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Sandra Stewart	City of Hayward - Library	<a href="mailto:sandra.stewart@hayward-ca.gov">sandra.stewart@hayward-ca.gov</a>
Melesha Owen	City of Hayward - Library	<a href="mailto:melesha.owen@hayward-ca.gov">melesha.owen@hayward-ca.gov</a>
Linda Cardott	CERT	<a href="mailto:lcardott@gmail.com">lcardott@gmail.com</a>
Brandon Welton	HARD	<a href="mailto:welb@haywardrec.org">welb@haywardrec.org</a>
Grace D'Silva	CERT	<a href="mailto:sfgracesilva@gmail.com">sfgracesilva@gmail.com</a>
James Hernandez	Red Cross	<a href="mailto:safetyjim@calsafetysolutions.com">safetyjim@calsafetysolutions.com</a>
Frank Saiz	HFD	<a href="mailto:frank.saiz@hayward-ca.gov">frank.saiz@hayward-ca.gov</a>
Darrin Pelkey	HFD	<a href="mailto:darrin.pelkey@hayward-ca.gov">darrin.pelkey@hayward-ca.gov</a>

\*Contact current Public Education Officer/Staff Captain for more volunteers and CERT contacts.

## APPENDIX F – SHELTER RESOURCE MATRIX

Resources	3,000 People	10,000 People	Comment
Shelter sites	6	20	Assumes an average shelter population of 500 persons per shelter
Meals per day at shelters and other service delivery sites	12,900	43,000	Assumes at least 2 hot meals per day for 500 persons per shelter multiplied by 2 to account for meals at other sites plus 8% to account for staff
Cots or sleeping mats	3,000	10,000	Assumes 1 cot or sleeping mat per person in shelter
Blankets	6,000	20,000	Assumes 1 blanket per person in shelter (may need to upgrade to 2 per person in cold weather)
Cambros (specialized storage containers for hot food)	108	359	2 cambros can generally serve 240 meals per day assuming liners are used (entrée and one side; average 5-oz serving sizes)
Emergency response vehicles (ERVs) to carry food/beverages	26	86	Based on 500 meals per ERV per day (box trucks can also be used to transport food cambros, leaving ERV to support mobile feeding)
Cargo trucks	6	20	For bulk distribution of shelter support; 1 cargo truck per 500 persons
Passenger vans	2	6	For staff transport; 1 van for every 1,500 persons sheltered
Meals ready to eat (MREs)	42,000	138,600	For the first 3 weeks
Bottled water	3,000	10,000	Standard gallon containers for bulk distribution
Comfort kits	9,000	30,000	1 person in shelter sites per week (for 3 weeks)
Generators	12	20	Two 15- to 25-kW generators for every shelter with 500 persons
Minimum staff per shelter site	264	880	See Table X for suggested staff for individual shelters
Food preparation staff	13	43	10 food prep staff persons for every 10,000 meals
Fixed feeding staff	26	86	Number of meals per day ÷ 1,000 meals per vehicle/day × 2-person crew
Mobile Feeding Staff	51	172	Number of meals per day ÷ 500 meals per day, per vehicle, each with a 2-person crew

## APPENDIX G – DHHS FEDERAL MEDICAL STATION GUIDANCE

### Overview

The Federal Medical Station (FMS) is a deployable federal asset designed to provide beds and medical equipment to support non-acute care, special needs care, or quarantine operations during large-scale disasters or public health threats. It is intended to supplement local healthcare infrastructure in mass casualty incidents.

The FMS concept was developed by the DHHS to address potential deficits in treatment bed capacity at state and local levels after a catastrophic event.

A full FMS consists of 250 beds and three core modules: Pharmacy, Base Support, and Base Treatment. It also includes an initial three-day supply of pharmaceuticals, medical equipment, and supplies. The FMS can be broken down into 50-bed units for situations where a full FMS cannot be fully deployed.

### FMS Site Selection

FMS is scalable, transportable, and designed to accommodate all age populations. It can be quickly installed in available buildings and adapted to meet a range of mass medical care needs.

FMS sites should be selected based on their size, proximity to supporting hospitals, existing communications links and electrical capacity, parking and loading dock availability, material handling equipment, backup generator capability, and other factors.

Possible FMS sites include National Guard armories, gymnasiums, civic sports centers, schools, large hotel ballrooms, convention centers, warehouses, and community centers.

The building should provide 40,000 square feet of space for a 250-bed FMS and 15,000 square feet of space for a 40-bed FMS. Facility space should be designated for administration, waiting area(s), medical support, pharmacy, treatment area(s) to accommodate a fully functional FMS. The facility should also have adequate security, storage areas, climate control equipment, and communications and IT support.

Existing structures such as National Guard armories, school gymnasiums, and airport hangars may provide sufficient space, while convention centers and warehouses may provide more open floor space for shelter and mass care operations.

### Staffing

Staffing the FMS is the responsibility of the requesting jurisdiction. However, assistance with mass care services may be provided through the National Disaster Medical System (NDMS), US Public Health Service, and the Veterans Administration, among other partners. Positions required to staff an FMS include physicians, nurses, pharmacists, laboratory personnel, and support staff.



**Wraparound Services**

Ancillary support services are essential to sustain the operation of an FMS. Each FMS arrives with 72 hours' worth of equipment and supplies. However wraparound services are the responsibility of the local jurisdiction and includes waste removal, site security, electrical power and distribution, potable water and ice, emergency transportation services, food service, laundry services, mortuary support, accommodations for pets and service animals, and support staff for set-up and tear-down.