



# **SHELTER MANAGEMENT PLAN**

**Support Plan of the City of San José Mass  
Care Annex  
2023**

## Plan Concurrence

The following departments of the City of San José concur with the content of the revised City of San José Shelter Management Plan. The list of the City Manager’s Office (CMO), Offices in the CMO, followed by Departments in alphabetical order.

**Signed:**

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Jennifer Maguire, City Manager	Date Signed
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# 1. Introduction

Sheltering provides a safe, sanitary, and secure environment and life-sustaining services for both people who have been displaced by disaster from the places they normally stay and people who must evacuate before a disaster strikes. The City of San José (City) Shelter Management Plan provides an overview of sheltering concepts and establishes an all-hazards framework for the coordination and provision of sheltering for people displaced by disaster in the City of San José. Guidance and procedures established in this plan are based on lessons learned and best practices identified during incidents and events in the City of San José, in other cities and in other counties in California.

The mass care goal for sheltering is to establish, staff and equip shelters that provide a safe and healthy environment for people displaced by the disaster. Services and programs offered at shelters are life-sustaining and implemented to assist individuals and households displaced from the places they are staying at the time of an incident. Sheltering is interdependent with the longer-term recovery goal of moving impacted survivors from congregate care to non-congregate care alternatives and the provision of relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.

Guidance and direction in the Shelter Management Plan integrates “Compassion in Action” along with the principals of flexibility and scalability to meet the needs of disaster survivors requiring emergency shelter or mass care services and activities because of the disaster. This plan aligns with the concept of integrated and inclusive sheltering for all people. Reasonable accommodations and working to overcome barriers to preserve the autonomy, safety, health, and privacy of all shelter residents are common operating standards for all mass care operations, including sheltering, in the City of San José.

## 1.1. Purpose

The Shelter Management Plan establishes the foundational procedures that define how the City will provide emergency shelter when people are displaced from the places where they normally live due to disaster. This plan addresses actions required to ensure the community’s capability for emergency sheltering throughout the phases of preparedness, response, and recovery.

This plan establishes how coordination between the City of San José’s active shelters, the Parks Recreation and Neighborhood Services Department Operations Center (DOC) and the City’s Emergency Operations Center (EOC) for sheltering is accomplished. This plan provides guidance and direction for coordination with entities and organizations conducting sheltering, as well as coordination required with external entities like local community partners, the County of Santa Clara Operational Area, and others. This plan aligns with and supports the City’s Mass Care Annex to the Emergency Operations Plan (EOP). The framework in this plan also complements existing plans, and the standard operating procedures (SOPs) of other city departments with assisting or cooperating agency responsibilities for sheltering. As resource needs scale and support from organizations outside of the City of San José are required, this plan aligns with the Santa Clara Operational Area Emergency Operations Plan, and the California State Emergency Plan (SEP) and its annexes.

The City of San José Parks, Recreation, and Neighborhood Services (PRNS) Department in coordination with the Office of Emergency Management, is responsible for maintaining this plan. This plan follows the guidance of the National Incident Management System (NIMS), the National Response Framework (NRF), and the Standardized Emergency Management System (SEMS).

## 1.2. Scope

Providing reasonable accommodations and working to overcome barriers to preserve the autonomy, safety, health, and privacy of all community members are common operating standards for all mass care operations, including sheltering in the City of San José. This plan integrates the City's commitment to ensuring every effort will be made to provide shelter for all people, including those with disability integration needs or access and functional needs in safe and healthy shelter environments and supplying the necessary resources to support their independence while sheltered.

**C-MIST** is the acronym for **C**ommunication; **M**aintaining health; **I**ndependence; **S**afety, support services, and self-determination; and **T**ransportation. Before, during, and after an incident, individuals with disabilities, limited access, limited English proficiency, and functional may need accommodations to help with maintenance of their health, safety, and independence. The "C-MIST (Communication, Maintaining Health, Independence, Support,)" framework is a tool the City of San José uses to help identify their needs. The C-MIST summary in the **Mass Care Handbook** details how to help preserve the safety and independence of people with access and functional or disability integration needs who require mass care services.

Additionally, the City of San José recognizes the value of keeping the community's trust and has repeatedly affirmed its support for immigrant communities. Per City of San José Resolution No. 73677, no otherwise law-abiding undocumented immigrants should fear arrest or deportation when seeking shelter when needed. Tools for Accessibility, Equity and Inclusion in the City's Mass Care Handbook provides more information to help create a sheltering environment where "Everyone is Welcome" that aligns with humanitarian best practices used by the Red Cross. Mass care and services provided at the City of San José sheltering operations may not replicate the pre-disaster living situations of all displaced survivors. Still every attempt must be made to ensure sheltering supplies a basic level of physical and emotional safety for people who require emergency shelter.

The Shelter Management Plan describes the emergency management organization for sheltering and how it is activated. The plan supplies guidance and direction by addressing the concepts in the list below. The Shelter Management Plan identifies the departments within the City of San José who are responsible for shelter operations activities and details their roles and responsibilities through the shelter readiness cycle.

The Shelter Management Plan affirms lines of authority and organizational relationships for sheltering operations and directs how all actions will be coordinated. The Shelter Management Plan outlines the system used to coordinate and integrate sheltering resources and services available (including how to request extra jurisdictional resources) to the City of San José during disaster situations that require sheltering. The Shelter Management Plan outlines the coordination and communications procedures and systems that will be used to alert, notify, recall, and Shelter and Mass Care operations personnel; disseminate information about open shelter/shelters for displaced populations and the public, and the methods used to supply all information related to shelter operations to the public.

The Shelter Management Plan provides guidance which informs the processes listed below. Further details and support for these services are addressed in the City's Mass Care Handbook.

- The provision of shelter, feeding, support for accompanying household pets, basic health services and mental health services and other essential services, to people displaced by disaster who require shelter.
- Provision of aid and services to shelter residents with disabilities and others with access and functional needs and other at-risk populations, including accompanying service animals and household pets.
- Shelter registration and assessment of barriers to recovery for people in shelters.
- Collecting and supplying information on sheltered survivors to family members.
- Provision of basic emergency supplies, primarily hygiene and relief items at shelter locations.
- Provision of information about disaster assistance and recovery programs.
- Support of efforts to coordinate transitional housing led by the Housing Recovery Support Function.

The Shelter Management Plan addresses sheltering operations for people displaced by incidents or events that range in scale from minor to catastrophic. The plan applies to all sheltering operations of the City of San José Parks and Recreation Neighborhood Services in the City of San José. The plan addresses sheltering needed for either no-notice events or events with some warning. Evacuations for any incident or event may create the need for sheltering and other mass care services. Responsibilities, activities, and considerations for evacuation can be found in the Evacuation Support Annex of the EOP.

The category of non-traditional shelters encompasses mega-shelters and soft sided sheltering- like large capacity tents. Both courses of action are options if there is significant population displacement and a lack of hardened structures for general population shelters. Both methods are characterized by significant coordination and resourcing challenges. Non-congregate sheltering is another form of non-traditional sheltering. While addressed in general terms in this plan, detailed implementation plans for non-traditional shelters and non-congregate sheltering are beyond the scope of this plan.

The sheltering needs for individuals that are also beyond the scope of this plan include the chronic needs of medically fragile disaster survivors, this may include people with an illness that substantially affects major life activities due to health impairments that may include cancer, diabetes, heart conditions, AIDS, and other chronic medical conditions. Disaster survivors who need medical services and/or full-time care in a medical facility should be transferred to a licensed facility that can provide specialized medical support with professional medical staff. Organizations running medical facilities and assisted living and residential care facilities serving medically fragile people are responsible for moving displaced residents to a like facility if their facilities are compromised. Coordinating support for these sheltering efforts will require support from the Santa Clara County and Operational Area Health and Medical Branch. Similarly, the Shelter Management Plan does not address the special needs of inmate populations. Planning to address the unique needs of individuals needing support from these categories are beyond this plan's scope and is the responsibility of the organizations that provide daily support to those individuals.

### **1.3 Authority for Sheltering**

The City of San José Emergency Operations Plan identifies the Department of Parks, Recreation and Neighborhood Services as the responsible agency for shelter activations, operations, and the provision of mass care services in the City of San José. Multiple local, state, and federal authorities provide statutory

requirements for accessible, equitable and safe conditions for sheltering. Please see [Section 7. Authorities](#) for a comprehensive list of relevant authorities.

## Planning Assumptions

The following list of planning assumptions inform sheltering planning for City of San José:

- For planning purposes, use three to five percent of the population displaced from their homes for individuals who will need shelter during a disaster.
- For planning purposes, use ten percent of the population displaced from their homes for individuals who will need shelter during catastrophic events.
- 25 percent of the total displaced population is the planning factor used for mass care resources to support individuals with disabilities, older adults, and others with an AFN (Access and Functional Needs) for shelter planning purposes.<sup>1</sup>
- In addition to commuters working in the City of San José, this plan assumes that for incident/disaster(s) that occur during normal working hours, commuters from other jurisdictions may be trapped by damaged infrastructure, impassable roads, or transportation disruptions increasing the demand for sheltering for at least 48 hours.
- To capitalize on the all the resources afforded by the whole community.<sup>2</sup> the City of San José, shelter operations coordination with private, nonprofit, and community- and faith-based organizations (CBOs and FBOs) to augment the community’s shelter resources and capability should be occurring during preparedness on an annual basis at a minimum and within 24 hours of any disaster/incident requiring sheltering.
- While not a preferred course of action, spontaneous shelters may be established by Neighborhood, community-based, and faith-based organizations and may require additional support or coordination to integrate their operations into the City’s sheltering strategy within 48 hours from the time of disaster/incident as resources allow.
  - Table 1.1 displays the baseline local resources capability for sheltering in the City of San José.
  - Red Cross assessment for their current sheltering capability is based on capacity following a disaster with moderate impacts to structures and infrastructure within the City of San José.
  - Additional Red Cross shelter equipment and supplies available to the City includes:
  - 2 shelter trailers equipped to support 75 people in shelters with cots, blankets and additional expendable supplies.

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1 California Health and Human Services Agency. 2022. California Emergency Support Function 6, Mass Care and Shelter, Annex to the California State Emergency Plan. Available at [https://www.caloes.ca.gov/wp-content/uploads/Preparedness/Documents/CA-ESF-6-Mass-Care-and-Shelter-Annex\\_Final508.pdf](https://www.caloes.ca.gov/wp-content/uploads/Preparedness/Documents/CA-ESF-6-Mass-Care-and-Shelter-Annex_Final508.pdf). Accessed October 30, 2022.

2 As used throughout this plan, the term “whole community” includes individuals and communities, businesses, private and public sector owners and operators of critical infrastructure, faith-based organizations, nonprofit organizations, and all levels of government (regional/metropolitan, state, local, tribal, territorial, insular areas and federal). Source: National Response Framework, available at <https://www.fema.gov/emergency-managers/national-preparedness/frameworks/response>.



- In a major disaster, American Red Cross may not be able to provide people, supplies, or equipment for the first 96 hours. Levels of Red Cross support for each disaster depends on the availability of their resources.

**Table 1.1. City of San José Shelter Capability- Local Resources Only**

Organization	Number of Shelters	Capacity to Support	Duration- Local Resources Only
Red Cross	2	200 People each shelter	0-72 Hrs.
PRNS	2	200 People each shelter	0-72 Hrs.
<b>Total Capacity</b>	<b>4 Shelters</b>	<b>800 People Total</b>	<b>0-72 Hrs.</b>

- A significant percentage of people seeking shelter will want to shelter in their vehicles or tents collocated at shelter sites and will require mass care support.
- Evacuation Warnings or early notification of hazardous conditions may result in mass evacuations that require sheltering for people displaced by the warning or notification.
- Temporary Evacuation Points and Evacuation Centers may be established as an interim place for evacuees to seek updated situational information and/or information about emergency shelters or a safe space to wait until they are assigned to shelters.
- In certain incidents where a limited level of care and no overnight dormitory space is needed, evacuation centers may be sufficient for temporary accommodations.
- Pre-identified shelters may be uninhabitable because of disruptions to critical utilities, such as electricity, water, and sanitation.
- Facilities close to the impact area may have limited availability- either because of structural impacts or limited public access because of safety concerns.
- In a disaster with large scale evacuations and significant impacts, response capabilities and resources may be overwhelmed.
- Disaster Service Workers (DSW) are requested to arrive at their assigned workplace within 1-2 hours after sending the notification that they are reporting for DSW duty.
- Many City employees and their families may themselves be negatively impacted by the disaster and unable to fulfill their role as disaster service workers until their personal situation has stabilized.
- Long-term mass care will be required until rental assistance and temporary housing resources become available for disaster with widespread or catastrophic impacts.
- Provision of emergency supplies may enable some residents to shelter in places without significant impact and may reduce the numbers of people dependent on general population shelters.
- Unhoused persons, including those not directly displaced by the disaster, will access City mass care services, including shelter.

**Multi-Cultural / Multi-Lingual Needs**

Language accessibility is another major consideration of mass care. Many disaster survivors seeking shelter will speak languages other than English or may need sign language interpretation. San José’s richly diverse population contributes to significant language diversity in the community. The American Community Survey 2021 estimates show 57.9% of households speak a language other than English at home. Of the total estimated 322,881 households in the City of San José, 38,376 of them or 11.9% identify as limited English-speaking households. Table 1.2 below shows the percentages by language of the 38,376 limited English-speaking households identified in the 2021 American Community Survey Supplemental Data Estimates.

**Table 1.2. City of San José Limited English Proficiency Households**

Language Spoken in the Household	Total Households identifying as limited English Speaking	Percentage of Households identifying as limited English Speaking
Vietnamese	10,469	31%
Chinese	9,588	25%
Spanish	9,103	24%
Other Indo-European Languages	2,098	6%
Other Asian and Pacific Island languages	2,192	4%
Tagalog	1,019	2%
Korean	1,351	4%
Russian, Polish or other Slavic languages	979	2%
Arabic	249	>1%
German or other West Germanic languages	141	>1%
French, Haitian, or Cajun	49	>1%
Other and unspecified languages	1,138	3%
<b>Total Limited English Proficiency Households</b>	<b>38,376</b>	

Data Source: [American Community Survey, 2021, 1-year Estimates.](#)

A detailed breakdown of language demographics by census tract can be found the City of San Jose’ Languages Map hosted on the Office of Racial Equality’s website To support this rich diversity, plain language communication is essential. Pictorial communication may be necessary. In cases where interpreters may not be immediately available, the City will engage bilingual staff to provide translation support.

Even those with English proficiency may experience a greater degree of trust towards the local government and choose to go to a shelter or seek other mass care services when they see communication efforts designed specifically for their community. Information and instructions about accessing mass care services, shared using mediums like alerts, radio/TV messages, postings, social media notifications, signage, and others, should be translated into other languages. At mass care sites, including inside shelters, registration, postings, materials, and announcements should be provided in multiple languages as well. In some cases, this may include having an on-site translator.

The following non-exhaustive list of tools and methods of communication can help the whole community with receiving essential information about mass care and shelter:

- Qualified interpreters
- Qualified sign language interpreters (American Sign Language and other languages as needed)
- Real-time open captioning
- Large print
- Pictorial diagrams
- Plain language
- Braille

As a least preferred option, with acknowledgement of these system's limitations, services like Google Translate may be used help to provide information until better resources can be coordinated.

## 2. Concept of Operations

Sheltering is the provision of life-sustaining services in a safe, sanitary, and secure environment for survivors who have been affected by disasters and people who evacuate before a disaster strikes. Sheltering includes:

- Identifying facilities/shelters
- Providing life-sustaining and essential services at shelters
- Providing support to the Housing Recovery Support Function efforts to transition and place shelter residents into longer-term housing solutions.
- Closing and demobilizing shelter operations

The Concept of Operations presents an overall framework for sheltering and mass care services provided at shelters. This section describes the direction and control of sheltering operations, the general resource support concept for sheltering operations and provides an overview of the organization for coordination and execution of sheltering operations. The plan establishes the phased timing of anticipated shelter operations services and activities for advanced operational planning for sheltering. For additional detail on roles and responsibilities for sheltering operations within the City of San José, please see Section 3.0 Roles and Responsibilities. For details about field operating procedures and processes at shelters refer to the City's Mass Care Handbook.

### 2.1 Activating Shelters and Initiating Sheltering

Public safety and well-being of people displaced by an incident or disaster are operational priorities for all sheltering operations occurring in the City of San José. The City of San José requires accessible and inclusive sheltering. Security considerations when planning and operating the City's shelters will integrate a whole community, multi-jurisdictional effort that incorporates behavioral health support, disaster workers trained in psychological first aid, and as needed, unarmed security resources trained in de-escalation. The City emphasizes that Law Enforcement is rarely the first choice when addressing security needs in shelters. Shelter managers are responsible for determining the appropriate level of security in shelters. Shelter managers call 9-1-1 if immediate assistance is required. The term "security" used throughout the City's Mass Care plans always refers to this context.

Shelters will be opened, consolidated, and deactivated in accordance with public need. Shelters are initiated when a field incident commander requests activation of a shelter, typically through the American Red Cross and/or Parks, Recreation and Neighborhood Services (PRNS), or when the City of San José OEM conducts a situational assessment and determines that sheltering is required.

PRNS leads mass care coordination and sheltering operations for the City of San José. PRNS will activate a Department Operations Center (DOC) to support the Department's response operations and will coordinate mass care activities through the City Mass Care Branch within the City Emergency Operations Center (EOC). As the City's primary department for sheltering, PRNS will provide direction and coordination for sheltering operations, assign sheltering personnel to respond to requests for assistance, and ensure requests for assistance are assessed, prioritized, resourced, and documented. The Mass Care Branch Director at the EOC will establish communication within the EOC organization and maintain open information flow in both the planning and operational phases.

The City partners with the American Red Cross to coordinate shelter operations and provide sheltering support and resources. In some cases, the City's lead department for mass care – PRNS – will run the shelter (City Managed) with American Red Cross support, and, in other cases, the American Red Cross will run the shelter (Red Cross Managed) with support as needed from PRNS. When sheltering resources within the City including those of the Red Cross are exceeded, and the City cannot coordinate additional resources for support (i.e., Other nongovernmental, community or faith-based organizations), vendor contracts to manage shelter operations with appropriate City oversight may be required until mutual assistance can be coordinated through the operational area.

## 2.2 Sheltering Concept of Support

Sheltering requires the support of people and other resources from multiple departments and whole community organizations. There are functions that extend beyond the organizational capability or authority of the City that may require support from other community organizations and county agencies including Collaborating Agencies' Disaster Relief Effort (CADRE), Santa Clara County Office of Supportive Housing, Santa Clara County Department of Public Health, and the County of Santa Clara Social Service Agency.

When disaster related impacts require support resources for sheltering that exceed the capacity of the City of San José and its whole community partners, the Mass Care Branch is responsible for coordinating assessment of needs by shelter managers, identification of required resources to meet those needs and compiling resource requests for consideration by the operations section of the EOC. Requests for mutual assistance or support from the County of Santa Clara Operational Area (OA) will be made by the EOC in accordance with State Emergency Management System (SEMS). Nongovernmental organizations requiring resource support will coordinate through the PRNS DOC. Additionally, sheltering requirements may exceed City and Operational Area capabilities and may require support and resources from community-based partners or the State and/or the Federal government. Requests for sheltering assistance from the State or Federal partners must be made through the County of Santa Clara OA.

## 2.3 Types of Shelter

Sheltering strategies vary depending on the unique characteristics of an incident and the health and safety needs of displaced people. Specific incident needs will determine the type of shelter necessary to ensure public safety. Two primary options for consideration are Congregate Shelters and Non-congregate Shelters.

### 2.3.1 Congregate Shelters:

Shelters that are established in large open settings that provide little to no individual privacy in facilities that normally serve other purposes, such as schools, churches, community centers, and armories are considered Congregate Shelters. Configurations to consider when deciding what type of shelter makes the most sense to meet the needs of people displaced by disaster include two broad categories, general population shelters and non-traditional shelters. **Table 2.1** General Population Congregate Shelters provides an overview of planning considerations for congregate shelters.

**General Population Shelters**

A general population shelter is an accessible facility set up to provide shelter for everyone in the community, including individuals with access and functional needs or those with disabilities requiring supportive services to maintain independence and utilize the shelter and its programs and services.

**Non-Traditional Shelters**

Non-traditional shelters may be established in extremely large structures or open spaces, where many evacuees can take refuge and find shelter for longer periods of time. These locations require added resources that may include temporary retrofitting or structural adaptation. Mega Shelters and Large Tents (e.g., soft-sided structures) are both considered non-traditional shelters. These shelters require additional deliberate plans beyond the scope.

**Table 2.1. General Population Congregate Shelters**

**TRIGGER:** An emergency generates the need to provide overnight dormitory services in a safe environment for displaced members of the public. This includes large-scale evacuations and situations where post-disaster impacts to infrastructure and housing create the need for provision of congregate shelters to sustain people affected by the disaster.

**TIMEFRAMES:** Includes short-term sheltering (up to 2 weeks) through long-term sheltering more than 2 weeks; The City may need to integrate added services for General Population Congregate Sheltering model if continuing into a long-term sheltering operation.

Description and Purpose	Benefits	Risks / Constraints	Resource Support Considerations / Services Provided
<ul style="list-style-type: none"> <li>• Provides temporary shelter (overnight accommodations) for displaced residents during evacuations or a disaster.</li> <li>• Management Options:               <ul style="list-style-type: none"> <li>○ Government managed</li> <li>○ Government managed; partner resourced</li> <li>○ Government and NGO (Non-Governmental Organization) partner</li> <li>○ NGO managed</li> <li>○ Independent (ad hoc or pop-up not affiliated with emergency management system).</li> <li>○ Constituent based: i.e., run by an organization for a specified constituency such as a private company for employees and families or a faith-based organization</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Pre-identified facilities coordinated through whole community stakeholder groups, Memoranda of Understanding (MOU), Premises Use Agreements (PUA) or other pre-existing agreements.</li> <li>• Can provide residents with a variety of support services during the period they are displaced.</li> <li>• On-site amenities vary by facility, and may include:               <ul style="list-style-type: none"> <li>○ Heating, ventilation, and/or air conditioning.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The longer sheltering services are sustained, the more resource intensive operations become.</li> <li>• Creating an environment conducive to the physical and emotional safety and well-being of sheltered populations requires ongoing efforts to address privacy, security, public health risks, behavioral wellness and other considerations.</li> <li>• Jurisdictions will be responsible for damage or temporary modifications made to general population (congregate) shelters associated with shelter operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential sites include community centers, community gyms, faith-based organization facilities (may include classroom, kitchens, showers, toilets).</li> <li>• Services may include:               <ul style="list-style-type: none"> <li>○ Information</li> <li>○ Hydration</li> <li>○ Meals</li> <li>○ Snacks</li> <li>○ Access to individual recovery services</li> <li>○ Sanitation and hygiene resources</li> <li>○ Co-located pet sheltering</li> <li>○ Translation Support</li> <li>○ Cultural and Social Support</li> <li>○ Health service support</li> <li>○ Behavioral and mental health support</li> <li>○ Medical waste handling and disposal</li> </ul> </li> </ul>

**Table 2.1. General Population Congregate Shelters**

**TRIGGER:** An emergency generates the need to provide overnight dormitory services in a safe environment for displaced members of the public. This includes large-scale evacuations and situations where post-disaster impacts to infrastructure and housing create the need for provision of congregate shelters to sustain people affected by the disaster.

**TIMEFRAMES:** Includes short-term sheltering (up to 2 weeks) through long-term sheltering more than 2 weeks; The City may need to integrate added services for General Population Congregate Sheltering model if continuing into a long-term sheltering operation.

Description and Purpose	Benefits	Risks / Constraints	Resource Support Considerations / Services Provided
solely for congregations and family members.	<ul style="list-style-type: none"> <li>○ Electricity</li> <li>○ Refrigeration</li> <li>○ Built-in ADA infrastructure, such as ramps and inclusive sanitation areas</li> <li>○ Built-in safety equipment, such as fire alarms and extinguishers</li> <li>○ Refrigeration or basic kitchen appliances</li> <li>○ Wi-Fi service</li> <li>○ Ancillary rooms that may be used for storage, counseling, childcare, or other services.</li> <li>○ Nearby public transit stops and services.</li> </ul>	<ul style="list-style-type: none"> <li>• The size of the shelter and added resources located on-site may contribute to delays if relocating to another site is needed.</li> <li>• Unless pre-coordinated agreements are in place, facility owners may have more restrictive rules for use of their facility that may limit shelter operations, such as not allowing animals or certain population demographics.</li> <li>• May require staff with specialized training to address behavioral health and security issues.</li> <li>• Significant staffing requirements exist to</li> </ul>	<ul style="list-style-type: none"> <li>○ Transportation services.</li> <li>○ Security services (team integration of behavioral health support, disaster workers trained in psychological first aid, and as needed, unarmed security resources trained in de-escalation)</li> <li>• Added services for longer timeframes:               <ul style="list-style-type: none"> <li>○ Laundry</li> <li>○ Access/transportation to schools and work.</li> <li>○ Accommodations to meet a diverse set of unique needs for a variety of individuals in a congregate setting.</li> <li>○ Multi-Agency Shelter Transition Teams are leveraged during federally declared disasters to provide access to local, state,</li> </ul> </li> </ul>



**Table 2.1. General Population Congregate Shelters**

**TRIGGER:** An emergency generates the need to provide overnight dormitory services in a safe environment for displaced members of the public. This includes large-scale evacuations and situations where post-disaster impacts to infrastructure and housing create the need for provision of congregate shelters to sustain people affected by the disaster.

**TIMEFRAMES:** Includes short-term sheltering (up to 2 weeks) through long-term sheltering more than 2 weeks; The City may need to integrate added services for General Population Congregate Sheltering model if continuing into a long-term sheltering operation.

Description and Purpose	Benefits	Risks / Constraints	Resource Support Considerations / Services Provided
		<p>meet minimum safety and service capability targets.</p> <ul style="list-style-type: none"> <li>• Existing safety assessments, including fire code room occupancy, will influence site occupant limitations.</li> <li>• Communicable disease hazards, such as those seen with the COVID-19 pandemic, may significantly reduce shelter population capacities per site, require greater resources to prevent the spread of the disease within the shelter population, and dramatically change sheltering protocols.</li> </ul>	<p>and federal recovery resources to people in shelters.</p> <ul style="list-style-type: none"> <li>○ Lockers or other private property storage options.</li> <li>• A limited inventory of pre-surveyed shelter sites and pre-established facility use agreements developed by OEM, PRNS and the Red Cross is maintained by OEM.</li> <li>• The Red Cross maintains an additional inventory of potential shelter sites in its National Shelter System.</li> <li>• Calculate dormitory requirements for shelters using an average of 40 sq. ft. per shelter resident.</li> <li>• Additional dormitory space for shelter residents with AFN, and those with service and assistance</li> </ul>

**Table 2.1. General Population Congregate Shelters**

**TRIGGER:** An emergency generates the need to provide overnight dormitory services in a safe environment for displaced members of the public. This includes large-scale evacuations and situations where post-disaster impacts to infrastructure and housing create the need for provision of congregate shelters to sustain people affected by the disaster.

**TIMEFRAMES:** Includes short-term sheltering (up to 2 weeks) through long-term sheltering more than 2 weeks; The City may need to integrate added services for General Population Congregate Sheltering model if continuing into a long-term sheltering operation.

Description and Purpose	Benefits	Risks / Constraints	Resource Support Considerations / Services Provided
			<p>animals, usually estimated at up to 100 sq. ft. per person, may be required to meet Americans with Disability Act (ADA)-related reasonable accommodation standards.</p> <ul style="list-style-type: none"> <li>• To mitigate the risk of exposure of infectious disease spread use an average 100 sq. ft. per person unless other official guidance is provided by public health officials at any level of government.</li> <li>• Other shelter activity and support areas may need additional space.</li> <li>• A potential shelter site may meet the general space and access needs, but may need supplemental sanitation and other capabilities, such as toilets, showers, and</li> </ul>

**Table 2.1. General Population Congregate Shelters**

**TRIGGER:** An emergency generates the need to provide overnight dormitory services in a safe environment for displaced members of the public. This includes large-scale evacuations and situations where post-disaster impacts to infrastructure and housing create the need for provision of congregate shelters to sustain people affected by the disaster.

**TIMEFRAMES:** Includes short-term sheltering (up to 2 weeks) through long-term sheltering more than 2 weeks; The City may need to integrate added services for General Population Congregate Sheltering model if continuing into a long-term sheltering operation.

Description and Purpose	Benefits	Risks / Constraints	Resource Support Considerations / Services Provided
			<p>handwashing stations for AFN accessibility.</p> <ul style="list-style-type: none"> <li>The timeframe to establish shelters in non-permanent structures (i.e., tents or portable shelter systems) can vary greatly, depending on the desired capacity, services, and site improvements.</li> </ul>
<p>Multi-agency resource considerations for congregate shelters: Pre-existing procurement policy compliant contracts for mass care support; CDSS (California Department of Social Services) Function Assessment Service Team (FAST) Program, direct federal assistance; reimbursement of eligible expenses under Category B Emergency Protective Measures; local government (Emergency Management, Law Enforcement, Fire Department, Human Services, Dept. of Health, Dept. of Education), NGO's, faith-based organizations; transportation contracts (patient transport vans, limo services), community based organizations and the local business community.</p> <p>Primary partner in sheltering operations is the American Red Cross.</p>			

### *2.3.2 Non-Congregate Shelter-*

Typically, the facilities used for non-congregate shelters provide a higher level of privacy than conventional congregate shelters. Non-congregate shelters may include hotels, cruise ships, dormitories, converted buildings, staying with friends or family or other facilities with private sleeping spaces but possibly shared bathrooms and/or cooking facilities. Non-congregate sheltering may become a necessary option when:

- Alternative conventional congregate sheltering methods are unavailable or overwhelmed, or longer-term temporary sheltering is needed.
- It becomes necessary to mitigate the risk of infectious disease spread.

**Table 2.2** Provides an overview of planning considerations for non-congregate shelters.

**Table 2.2. Non- congregate Shelters**

**TRIGGER:** An emergency generates the need to provide sheltering alternatives when conventional congregate sheltering methods are unavailable or overwhelmed, or longer-term temporary sheltering is required. Because facilities typically used for non-congregate shelters provide a higher level of privacy than congregate shelters, non-congregate shelters are one possible strategy to mitigate the risk of infectious disease spread (i.e., pandemics). Reimbursement programs for non-congregate sheltering may depend on a declaration of need by a public health authority.

**TIMEFRAMES:** Includes short-term sheltering (up to 2 weeks) through long-term sheltering more than 2 weeks; The City may need to integrate additional services for General Population Congregate Sheltering model if continuing into a long-term sheltering operation.

Description and Purpose	Benefits	Risks / Constraints	Resource Support Considerations / Services Provided
<ul style="list-style-type: none"> <li>• Provides temporary shelter (overnight accommodations) for displaced residents in individual dormitory style spaces during evacuations or during and after a disaster.</li> </ul>	<ul style="list-style-type: none"> <li>• On-site amenities vary by facility, and may include:                             <ul style="list-style-type: none"> <li>○ Heating, ventilation, and/or air conditioning.</li> <li>○ Back-up power- check with the site</li> <li>○ Electricity</li> <li>○ Built-in ADA infrastructure, such as ramps and inclusive sanitation areas</li> <li>○ Built-in safety equipment, such as fire alarms and extinguishers</li> <li>○ In-room refrigeration or basic kitchen appliances, like</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Costs associated with retaining non-congregate sheltering room blocks at sites.</li> <li>• Creating an environment conducive to physical and emotional safety and well-being of sheltered populations requires coordinated ongoing efforts to maintain access to psycho-social support resources and information about recovery resources.</li> <li>• Unless pre-coordinated agreements are in place, facility owners may have more restrictive rules for use of their facility that may limit shelter</li> </ul>	<ul style="list-style-type: none"> <li>• Potential facilities for non-congregate shelters include hotels, cruise ships, dormitories, converted buildings, staying with friends/families, or other facilities with private sleeping spaces. These facilities may have shared bathrooms and/or cooking areas.</li> <li>• Services may include:                             <ul style="list-style-type: none"> <li>○ Information</li> <li>○ Hydration</li> <li>○ Meals</li> <li>○ Snacks</li> <li>○ Access to individual recovery services</li> <li>○ Sanitation and hygiene resources</li> <li>○ Co-located pet sheltering</li> <li>○ Translation Support</li> <li>○ Cultural and Social Support</li> </ul> </li> </ul>

**Table 2.2. Non- congregate Shelters**

**TRIGGER:** An emergency generates the need to provide sheltering alternatives when conventional congregate sheltering methods are unavailable or overwhelmed, or longer-term temporary sheltering is required. Because facilities typically used for non-congregate shelters provide a higher level of privacy than congregate shelters, non-congregate shelters are one possible strategy to mitigate the risk of infectious disease spread (i.e., pandemics). Reimbursement programs for non-congregate sheltering may depend on a declaration of need by a public health authority.

**TIMEFRAMES:** Includes short-term sheltering (up to 2 weeks) through long-term sheltering more than 2 weeks; The City may need to integrate additional services for General Population Congregate Sheltering model if continuing into a long-term sheltering operation.

Description and Purpose	Benefits	Risks / Constraints	Resource Support Considerations / Services Provided
	<ul style="list-style-type: none"> <li>microwaves and coffee makers</li> <li>○ WIFI service</li> <li>○ Ancillary rooms that may be used for storage, counseling, childcare, or other services</li> <li>○ Nearby public transit stops and services</li> </ul>	<p>operations, such as not allowing animals or certain population demographics.</p> <ul style="list-style-type: none"> <li>• May require staff with specialized training.</li> </ul>	<ul style="list-style-type: none"> <li>○ Health service support</li> <li>○ Mental health support</li> <li>○ Medical waste handling and disposal</li> <li>○ Transportation services.</li> <li>○ Security services (team integration of behavioral health support, disaster workers trained in psychological first aid, and as needed, unarmed security resources trained in de-escalation)</li> <li>• Added services for longer timeframes:               <ul style="list-style-type: none"> <li>○ Laundry</li> <li>○ Access/transportation to schools and work.</li> </ul> </li> </ul>

**Table 2.2. Non- congregate Shelters**

**TRIGGER:** An emergency generates the need to provide sheltering alternatives when conventional congregate sheltering methods are unavailable or overwhelmed, or longer-term temporary sheltering is required. Because facilities typically used for non-congregate shelters provide a higher level of privacy than congregate shelters, non-congregate shelters are one possible strategy to mitigate the risk of infectious disease spread (i.e., pandemics). Reimbursement programs for non-congregate sheltering may depend on a declaration of need by a public health authority.

**TIMEFRAMES:** Includes short-term sheltering (up to 2 weeks) through long-term sheltering more than 2 weeks; The City may need to integrate additional services for General Population Congregate Sheltering model if continuing into a long-term sheltering operation.

Description and Purpose	Benefits	Risks / Constraints	Resource Support Considerations / Services Provided
			<ul style="list-style-type: none"> <li>○ Access to local, state, and federal recovery resources and programs</li> </ul>

Multi-agency resource considerations for non-congregate shelters: Pre-established agreements with hotels or other facilities, CDSS Function Assessment Service Team (FAST) Program.

## 2.4 Core and Essential Services at Shelters

Shelter feeding, shelter basic health and mental health service referrals, support for household pets and provision of relief/comfort items in shelters are core services that any sheltering operation in the City of San José will provide. Other essential services, including case management, are situational services people in shelters may require because of the specific conditions of each mass care response. All planning and operations for mass care services, including sheltering, must provide integrated support and resources for people with access and functional needs and/or disability integration needs.

**Shelter Feeding:** Feeding operations includes the feeding of shelter workers and residents through appropriate fixed facilities at or near the shelter. This may also include feeding populations sheltering at home or through other means. To the extent possible, feeding operations should be culturally and diet-appropriate and should follow sound nutritional guidelines. Whether a smaller scale incident or large-scale disaster, City of San José shelters provide meals to people requiring shelter after a disaster has occurred.

**Shelter Basic health and mental health services:** This includes the provision of physical and behavioral health services, contagious disease monitoring, acquisition of prescription medication and durable medical equipment, and monitoring those with chronic health conditions. For the City of San José, these services are provided by the Santa Clara County Public Health Department

**Shelter Emergency first aid:** This includes providing basic (first aid) medical care, supplemental to any physical and behavioral healthcare services needed to support shelter residents.

**Relief and comfort items in shelters:** This includes basic personal care and hygiene items, as resources allow it may include clothing, and other essentials.

**Shelter Resident Assessments-** Assessments conducted by organizations to assess the barriers that keep people from finding alternatives to sheltering.

**Shelter Resident Transition-** The initial Red Cross process for assessing and evaluating the barriers that keep people (individuals staying in shelters) from finding alternatives to accommodations in Red Cross Shelters. For more information contact your Red Cross representative.

**Casework** Is a situational service conducted by the organization managing shelters, typically, the Red Cross, provided to people in shelters to develop the individual recovery plans that help them to transition away from mass care services and into more stable living situations. The service establishes an assessment and identification of individual barriers to recovery. This service differs from Disaster Case Management which is a service of intermediate and long-term recovery conducted by non-governmental and community-based organizations. Disaster casework also differs from Shelter Resident Transition ( a Red Cross program) in that it supplies greater longer-term support to the individual. For more information contact your Red Cross representative.

### *2.4.1 Accommodation for people with access and functional needs*

Some people seeking shelter will have access and functional needs and may need additional assistance and support. References to people with “access and functional needs”, include people with and without disabilities who have physical, programmatic, and effective communication accessibility requirements.



Providing accommodations for access and functional needs enables equal access to emergency programs for the whole community. Addressing accommodations needed by people with access and functional needs requires a whole community effort to identify resources and provide support to people who need shelter.

See **The City’s Mass Care Handbook** for the CMIST Framework and the Tools for Accessibility, Equity, and Inclusion Sections. These sections address specific planning considerations for accommodations and overcoming barriers for individuals with disabilities, those with limited access or limited English proficiency, and people with other access and functional needs. The City will coordinate with CADRE for assessments and resource support to address accommodations for people requiring access and functional needs support in shelters.

- CADRE will coordinate with their local partners to acquire required resources.
- If capability cannot be acquired or supported by CADRE, the DOC will submit requests for support to the Mass Care Branch at the EOC and the EOC will coordinate with the OA for added resources.

**Table 2.3** below supplies an overview of some people who may require accommodation and a list of possible accommodations to consider.

<b>Table 2.3. AFN Accommodations</b>	
<b>People who may require Accommodations</b>	<b>Possible Accommodations</b>
Adults aged 65 or older	<ul style="list-style-type: none"> <li>• Clear pathways to request accommodations messaged in a variety of languages and mediums.</li> <li>• An environment that welcomes service animals and personal assistance service providers</li> <li>• Adequate bariatric equipment and other durable medical equipment (DME) to replace lost or destroyed equipment.</li> <li>• Access to bariatric or DME cots</li> <li>• Hygiene standards that support health and hygiene maintenance for compromise immune systems</li> <li>• Accessible bathrooms and showers</li> <li>• Shelters layouts configured to provide access for mobility assistance devices.</li> </ul>
Residents who are medically fragile or dependent	
Residents with disabilities (including children)	
Residents who have limited English proficiency or are non-English speaking	
Residents who have limited mobility or hearing or vision impairment	
Unaccompanied minors	

Table 2.3. AFN Accommodations	
People who may require Accommodations	Possible Accommodations
Visitors, out-of-City commuters, and in-transit travelers	<ul style="list-style-type: none"> <li>Shelter layouts configured to support access to toilets and showers for people with limited mobility.</li> <li>Communications resources for people who are deaf, hard of hearing and/or have limited English proficiency.</li> <li>Shelter signage that identifies rules, available services, and support resources in various languages, formats, and media.</li> <li>Access to low stimulation areas/quiet areas</li> <li>Access to refrigeration for prescription storage</li> <li>Access to referrals for prescriptions</li> <li>Access to accommodations for dietary needs</li> <li>Access to pre-disaster support resources from education, social, and health services</li> <li>Backup power for oxygen, ventilation, and refrigeration devices</li> <li>Pathways to alternate sheltering accommodations if health and or medical conditions cannot adequately be met in general population shelters.</li> <li>Access to replacement services for identification</li> <li>Transportation support to return to their homes if they do not normally reside in the impacted jurisdiction.</li> <li>Access to behavioral and mental health support resources</li> <li>Access to public health support resources</li> <li>Access to spiritual care support resources.</li> </ul>
Economically disadvantaged residents	
People who are homeless	
Residents with pets	
Residents who have special dietary needs	
Diverse religious practices among residents	
Residents mandated to register their location with a government agency (parolees, registered sex offenders...)	
Infants, toddlers, and school-aged children	

## 2.5 Sheltering Operations Summary

**Table 2.4** the Sheltering Operations Summary Table below provides a high-level overview of the operational framework the conduct of sheltering operations in the City of San José.

**Table 2.4 Sheltering Operations Summary**

<p><b>Core Capability</b></p>	<p>Provide sheltering for the affected population in a safe and healthy environment.</p>
<p><b>End State</b></p>	<p>Immediate lifesaving and life-sustaining mass care needs of people in shelter are met:</p> <ul style="list-style-type: none"> <li>○ Sheltering</li> <li>○ Feeding/Hydration</li> <li>○ Emergency Supplies</li> <li>○ Reunification</li> <li>○ Emergency Assistance             <ul style="list-style-type: none"> <li>▪ First Aid, basic health services and behavioral wellness support in place</li> <li>▪ Shelter Resident Assessments/Client Casework</li> <li>▪ Support for housing transition efforts</li> </ul> </li> <li>• The basic sustainment needs of all people seeking shelter are met in a stable, safe, secure, welcoming environment and the planning for the transition into temporary housing alternatives or return to the places people call home is initiated.</li> </ul>
<p><b>Sheltering Concept of Operations</b></p>	<p>Move and deliver resources to meet immediate needs for sheltering and resource relief site support.</p> <ul style="list-style-type: none"> <li>• Provide resources and technical assistance to establish, staff, and equip shelters for the affected population.</li> <li>• All shelters and shelter services and activities must accommodate the needs of diverse community members, including those with disabilities, access, and functional needs (DAFN), and those with other unique cultural needs that support inclusivity.</li> <li>• The City will develop a strategy to address the needs of household pets and service animals belonging to people in shelters.</li> <li>• Coordinate emergency assistance for unmet needs.</li> </ul>

**Table 2.4 Sheltering Operations Summary**

	<ul style="list-style-type: none"> <li>• Support recovery transition planning efforts for relocation assistance/interim housing solutions for families unable to return to their pre-disaster homes</li> </ul>
<p><b>Information Requirements for Decision-support</b></p>	<ul style="list-style-type: none"> <li>• Incident impacts and situation status, including arrival times of mass evacuees; disaster related impacts to infrastructure, residences, and areas where people live and work; and adverse weather and climate-related events.</li> <li>• For accurate needs assessments to inform resource planning- identify- demographics and unmet needs of affected population including, but not limited to, numbers of children, seniors, people with disabilities and access and functional needs, English as a second language and non-English speakers, undocumented people, unhoused people, or people who are precariously housed, members of the LBGQTI community, people without private transportation or digital access, people with household pets, and others.</li> <li>• Any locally pre-designated shelter or emergency resource relief site locations.</li> <li>• Requests for sheltering or resource relief site assistance from within the jurisdiction.</li> <li>• Number of affected residences.</li> <li>• Population estimates residing or present in impacted areas.</li> <li>• Impact severity estimates: number of homes that sustained major damage or were destroyed; status of utility, water, power, and sanitation systems.</li> <li>• Description of mass care services already being offered in the field.</li> <li>• Effective date/time of government-issued evacuation warnings and orders.</li> <li>• American Red Cross status/ability to operate.</li> </ul>

## 2.6 Sheltering Operating Phases and Activities

The four phases of mass care site operations are initiate, stabilize/enhance, sustain/right size, and transition to recovery/demobilization. The duration of each phase depends on the type of facility(s) operated, the number of facilities running concurrently, and the scope of the incident. For example, the operating time for general population short-term shelter may be much longer than the operating time of a temporary evacuation point. Resources and types of support will also vary. Even though resource requirements and operating durations may vary, many of the goals and objectives are similar. The periods of activity and their description of End States, Coordinating Objectives, Operational Activity and Service descriptions, Equity and Inclusion Considerations for Diverse Populations and Measurable targets in **Tables 2.6 through 2.6.4** provide guidance that informs resource support coordination for sheltering in the City of San José.

Coordination with the whole community for resources to operate shelters and the services and activities provided at shelters is required in both the pre-disaster and disaster response phases. **Tables 2.6. through 2.6.4** align the conditions or activity that characterize each of the phases of the sheltering operations with the associated desired end states, typical coordinating objectives, operational service or activity characteristics, equity and inclusion considerations and measurable targets for each phase.

### 2.6.1 Pre-Disaster Shelter Activity

Pre-disaster sheltering and care site planning refers to the non-incident, routine coordination efforts to organize mass care services and practices for future incidents and is not one of the four operating phases of mass care operations and mass care activity. Building the capability to reduce the impacts of disasters on the population and increase capacity for shelter site activation through effective preplanning, establishing pre-scripted agreements, conducting outreach, advanced resource coordination, exercises, and staff training is the goal of pre-disaster activity. Pre-disaster actions are taken to develop and maintain a sheltering and relief site system that can be activated quickly and efficiently to provide support for people displaced or impacted by an incident.

Table 2.6 Pre-Disaster Shelter and Relief Sites
<b>Pre-disaster conditions and mass care activity</b>
<ul style="list-style-type: none"> <li>• No major disaster activity.</li> <li>• Smaller scale shelter or relief site support may be provided regularly within the City using local capability (multi-family fires, minor flooding, high heat index events, low temperature weather events etc....) that does not require EOC activation.</li> <li>• Priority for departments and participating organizations is engagement of existing partnerships, engagement and integration of additional capabilities and new partners, shelter training, exercise, and plan development, and review of existing agreements.</li> <li>• Whole community resources or coordination efforts focus on exercises, training, planning, agreement development and maintenance, and capability review.</li> <li>• Office of Emergency Management with support from PRNS coordinates refinement of plans, creation and maintenance of agreements, creation and maintenance of staff training and exercise programs, and assumptions for sheltering and resource relief site operations.</li> </ul>

**Table 2.6 Pre-Disaster Shelter and Relief Sites**

<b>Pre-disaster conditions and mass care activity</b>	
<b>Pre-Disaster</b>	
<b>Desired End State</b>	<ul style="list-style-type: none"> <li>• Strong Whole Community sheltering and mass care site support partnerships with NGOs, FBOs, the private sector, and Nonprofit and Civic Organizations.</li> <li>• A robust well-coordinated network of support that supplies resources and staff whenever sheltering or emergency resource relief site activities are needed in the City.</li> <li>• Maintain operational readiness to provide and support sheltering operations whenever needed.</li> </ul>
<b>Coordinating Objectives Whole Community</b>	<ul style="list-style-type: none"> <li>• Regularly scheduled shelter and relief site training.</li> <li>• Annual coordination meeting for mass care primary and support agencies, including sheltering with PRNS, assigned OEM staff, Red Cross, Library Services, CADRE and other local organizations. Invite County Department of Social Services, Child Welfare Services, County Sheriff’s Office, County Education Office, County Department of Public Health, County Department of Behavioral Wellness, representatives from local COBs and NGOs to review coordinating procedures and interdependent support for unaccompanied minors, undocumented workers, pre-disaster homeless, and other populations with complex needs.</li> <li>• Establish baseline capability and targets to meet required capability for sheltering and sheltering resources with whole community key stakeholders.</li> </ul>
<b>Operational Activity and Service</b>	<ul style="list-style-type: none"> <li>• Mass Care Meeting/Table-top Exercise every two years - including large scale sheltering capability review, renewal of MOUs (Memorandums of Understanding) and Shelter Management Plan review and maintenance.</li> <li>• Equipment maintenance and inspections.</li> <li>• Shelter training and exercise event planning and participation in support of city-wide mass care efforts.</li> <li>• Response ready for small to large scale incidents.</li> <li>• Regular cycle of shelter inspections and facility diassessments.</li> </ul>
<b>Equity and Inclusion Considerations for Diverse Populations</b>	<ul style="list-style-type: none"> <li>• Identify vulnerable populations within the City and integrate representatives from agencies including reputable advocacy</li> </ul>

**Table 2.6 Pre-Disaster Shelter and Relief Sites**

<b>Pre-disaster conditions and mass care activity</b>	
	<p>agencies such as the ILRC (Independent Living Resource Center) into the planning process.</p> <ul style="list-style-type: none"> <li>• Identify and engage diverse population stakeholder groups to plan equitable service accessibility, physical sites, outreach messaging.</li> <li>• Establish and document the process to quickly activate contracts and MOUs for DAFN and the unique needs of other diverse populations.</li> <li>• Establish and document communications approaches required platforms for dissemination, accessibility resources, and trusted “go-to” individuals required to assure equitable access to information.</li> </ul>
<b>Measurable Target</b>	<ul style="list-style-type: none"> <li>• Plan and conduct an exercise to assess the City’s sheltering operational capability.</li> <li>• Establish a recurring exercise cycle to develop additional sheltering capability in the City.</li> </ul>

**Pre-Disaster Shelter Assessments**

PRNS, with support from OEM and The American Red Cross Northern California Coastal Region and other nongovernmental and community-based organizations is responsible for assessing and selecting sites in the City during the pre- disaster phase.

The Shelter Facility Survey form helps assess the suitability of the site by evaluating the size, capacity, safety, functionality, and accessibility of possible shelters. This information can be used to evaluate whether the site is suitable for a shelter once the specific circumstances driving the need for sheltering are identified. Once sites have been assessed and evaluated, complete a Premises Use Agreement (PUA) with the facility representative.

PRNS, OEM and the American Red Cross will complete and maintain Shelter Agreements and Shelter Facility Surveys. PRNS with support from OEM and the American Red Cross will establish a recurring assessment and inspection process for PUA and Shelter Facility Surveys for key shelter locations within the City.

The American Red Cross maintains a list of potential shelter sites throughout the country in the National Shelter System (NSS) and holds agreements with numerous facilities. Coordinate with the American Red Cross local representative for a complete identification of their shelter inspection criteria and assessment, and a listing of the local chapter’s inventory of shelter facilities.

*2.6.2 Phase 1 Initiate*

The Initiate Phase of activity includes the set-up and activation of shelters and the initial provision of services at site. Actions are driven by a rising demand for support. Significant coordination and planning support efforts among multiple stakeholders and organizations are required to effectively establish an initial system to meet mass care needs. The ability to provide adequate shelter, food, and other care items quickly and efficiently drives planning, tactics, and decision-making during this phase. Recovery planning begins as soon as the disaster occurs- in the Initiate phase, the line of effort supporting Recovery focuses primarily on implementing documentation processes that support recovery processes.

<b>Table 2.6.1. Phase 1- Initiate</b>	
<b>Conditions and mass care activity during the initiate phase:</b>	
<ul style="list-style-type: none"> <li>• Incident, event, or evacuation that requires sheltering or resource relief site activation occurs or is imminent.</li> <li>• Demand for services and support rises as the incident starts to scale.</li> <li>• Priority is to provide a safe, secure, and welcoming place where basic sustainment needs are met while available information about impacts from the hazard or threat are assessed.</li> <li>• Requires a rapid scale up of services and associated resources as Disaster care site services activate.</li> <li>• Historic data and estimates of the potential extent of impacts based on the situation inform planning assumptions.</li> </ul>	
<b>Initiate</b>	
<b>Desired End State</b>	<ul style="list-style-type: none"> <li>• City of San José assessments of sheltering needs and information about mass care site needs for impacted populations provided to the County.</li> <li>• Required sheltering resources identified.</li> <li>• Planning, coordination, and resource requests to fill shortfalls coordinated at the City level when requested.</li> <li>• Existing resources deployed to initial sheltering and/or resource relief sites to meet the needs of impacted population.</li> <li>• A robust well-coordinated network of support that provides staffing, equipment, supplies and facilities for shelters and mass care sites.</li> </ul>
<b>Coordinating Objectives EOC</b>	<p>To meet the needs of displaced or impacted populations these objectives will inform mass care site activity in the EOC:</p> <ul style="list-style-type: none"> <li>• Manage sheltering/resource relief site information.</li> <li>• Process sheltering resource requests.</li> <li>• Support and/or implement recurring assessment processes.</li> </ul>



**Table 2.6.1. Phase 1- Initiate**

<b>Conditions and mass care activity during the initiate phase:</b>	
	<ul style="list-style-type: none"> <li>• Develop/refine planning assumptions, establish and initiate resource support plans or strategy.</li> <li>• Provide sheltering resources to meet local organizations capability shortfalls.</li> <li>• Gather and store incident documentation, including agreements/contracts, receipts, Form 214s, Form 211s and field reports.</li> <li>• Develop staffing plans for upcoming shifts.</li> <li>• Consider the need for mutual aid requests to the OA for sheltering or relief site staffing- including resources for behavioral health and security.</li> <li>• Assess the necessity of providing just-in-time training to employees and others that may be asked to work in shelters/at relief sites.</li> <li>• Ensure compliance with Disaster Service Worker-Volunteer (DSW-V) program protocols if volunteers will be utilized in mass care activities before, they start working in the field.</li> </ul>
<b>Operational Activity and Objectives</b>	<ul style="list-style-type: none"> <li>• Organizations supporting City of San José sheltering provide life-sustaining services in shelters that provide a safe, sanitary, and secure environment to meet disaster or incident caused needs of any displaced population requiring support.</li> <li>• Implement shelter feeding plan.</li> <li>• Implement pet sheltering plans.</li> <li>• Emergency Assistance and individual recovery planning initiated.</li> <li>• Assess the need for additional behavioral health and security resources and request resources as required.</li> </ul>
<b>Equity and Inclusion Considerations</b>	<ul style="list-style-type: none"> <li>• Engage AFN and pre-identified cultural support contracts, resources, community champions and integrate into the operation for support and engagement.</li> <li>• Mass Care Branch leadership engages city staff and subject matter experts, including CADRE, familiar with access and functional needs and disability integration issues to identify potential shortfalls, concerns of specific populations and solutions.</li> <li>• Identify action plans for specific objectives and tasks that will assure equitable sheltering practices and a method of tracking them.</li> </ul>

<b>Table 2.6.1. Phase 1- Initiate</b>	
<b>Conditions and mass care activity during the initiate phase:</b>	
	<ul style="list-style-type: none"> <li>Engage the PIO/JIC to address inclusive methods of sharing disaster care site service information, communications, and messaging in both traditional and non-traditional media and markets.</li> <li>Identify individuals at the shelter sites who require specific supportive services to address unique issues of personal physical and emotional safety (E.g., LGBTQI, undocumented, non-English speakers, those with specific faith-based requirements, those with drug issues, those with protection order requirements, and those populations vulnerable to exploitation or victimization).</li> <li>Implement a strategy, identify resources to meet their needs, and implement a method to track progress and effectiveness in addressing their needs.</li> </ul>
<b>Measurable Target</b>	<ul style="list-style-type: none"> <li>Assess 100% of Individual needs of site/shelter users within 48 hours or prior to transition to Phase II.</li> </ul>

### 2.6.3 Phase 2 Stabilize/Enhance

The goal of the Stabilize/Enhance phase is to ensure that people have access to basic sustainment services until they can transition out of shelters or relief sites into a better longer-term solution. During this phase, requests for sheltering services peak, plateau, and then begin to fall. As the incident starts to stabilize due to reduced threat from the hazard and once officials declare areas affected by the disaster safe, shelter residents may begin returning to their home and the places they live. During the Stabilize/Enhance phase, decision-makers will determine the type and extent of wrap-around services that may be required for longer term sheltering. Some people may require shelter until their homes are habitable or a housing alternative has been determined. Whether through shelters, Local Assistance Centers (LACs), Federal Disaster Recovery Centers (FDRCs) or other mass care sites, the transition to recovery will inform mass care activities throughout all phases of sheltering. For lines of effort supporting recovery, assessments that establish the short- and long-term housing needs of people in shelter are prioritized.

<b>Phase 2.6.2. Phase 2-Stabilize/Enhance</b>	
<b>Conditions and mass care activity during the stabilize/enhance phase:</b>	
	<ul style="list-style-type: none"> <li>Event / Incident wanes or response transitions to containment.</li> <li>Demand for disaster care site services and support activity peaks.</li> <li>More robust sustainment (wrap-around services) needed for population requiring longer term sheltering because of disaster impacts to infrastructure or housing.</li> <li>People begin moving from sheltering to more sustainable long-term options as they become available.</li> </ul>

## Phase 2.6.2. Phase 2-Stabilize/Enhance

### Conditions and mass care activity during the stabilize/enhance phase:

- Recurring resource patterns identified, and resupply cycle established.
  - Extent of impacts and complexity of unmet needs drive sustainment plan.
- Assess the need to consolidate shelters and determine the likely projected shelter patterns for consolidations and closures.
- Damage assessments underway.
- Planning assumptions updated and refined.

### Stabilize/Enhance

#### Desired End State

- Immediate needs of all disaster or event impacted populations in disaster care sites have been met and sustainment resources are provided.
- Coordinated strategy to enhance disaster care site services to meet shortfalls in providing for basic needs initiated.
- Aligned strategy for temporary housing established by agency with responsibility for community recovery planning.
- Whole community resources and support of individual recovery (i.e., solutions other than mass care) of impacted population identified.
- Recovery planning process initiated.

#### Coordinating Objectives EOC

- The following tasks will inform EOC/DOC sheltering planning and/or relief site support activity in this phase:
- Analyze assessment of disaster care site needs and refine resource support plans.
  - Manage information.
  - Process requests.
  - Coordinate and implement resource support plan and all required services for sustainment.
  - Provide disaster care site services and resources, including personnel, to meet local capability shortfalls.
  - As needed, convene required disaster care site and service work groups to develop solutions to recovery barriers and resource shortfalls.

## Phase 2.6.2. Phase 2-Stabilize/Enhance

### Conditions and mass care activity during the stabilize/enhance phase:

	<ul style="list-style-type: none"> <li>• Continue to gather and store incident documentation.</li> <li>• Assess requirements for additional coordinated behavioral and mental health support with shelter managers- request resources as required.</li> </ul>
<b>Operational Activity and Objectives</b>	<ul style="list-style-type: none"> <li>• <b>Sheltering:</b> Integration of additional services (laundry, security, transportation to service agencies, sanitation, para transport, etc.) as needed.; initiation of individual needs assessments of impacted and displaced population; and individual recovery planning.</li> <li>• Assessment of individual needs- identify barriers to transition from mass care services and initiate planning efforts for transitions to the next phases.</li> </ul>
<b>Equity and Inclusion Considerations</b>	<ul style="list-style-type: none"> <li>• Identify and implement measures to maximize opportunities for equitable response to the impacted culturally diverse populations.</li> <li>• Track variations in disaster care services provided to every population group in sheltering or resource relief site operations to assure equity of service across operations.</li> <li>• Integrate resources and strategies to provide equitable service to individuals with AFN and cultural diversity needs.</li> <li>• Develop and implement assessment and monitoring process to ensure service equity in coordination with community champions.</li> <li>• Execute accessible transportation resource contracts prepared before the disaster to assist in the transfer of populations out of the shelter into their longer-term accommodations.</li> <li>• Integrate non-governmental and community based social service support resources to address the needs of undocumented and unhoused persons to support transitions out of the shelter and into safe alternatives.</li> <li>• Survey and engage AFN patrons to actively confirm needs are met and to understand where shortfalls exist.</li> </ul>
<b>Measurable Target</b>	<ul style="list-style-type: none"> <li>• Individual barriers to recovery (transition from mass care service to a better, more permanent option) for 100% of service users identified and resource planning to meet shortfalls initiated.</li> </ul>

#### 2.6.4 Phase 3: Sustain/Right Size

The Sustain/Right Size Phase is characterized by a reduction of the population who require mass care services. The sustainment plan developed during the Stabilize/Enhance phase is fully implemented during Sustain/Right Size phase operations. Until the whole community can address the emergent needs for survivors requiring temporary housing options because of disaster impacts, the population sheltered is likely to remain steady, but slightly down from the peak numbers seen in the Stabilize/Enhance phase. The goal of Sustain/Right Size phase is to provide mass care services to those still in need of support while closing and consolidating shelter sites and discontinuing services when they are assessed as no longer needed (right-sizing operations). The focus of planning efforts remains on identifying resources and the means to transition those in need of long-term services to a viable longer-term living situation and finalizing plans for the transition to demobilization and community recovery. A critical line of effort for the initiation of recovery for affected residents is informing the affected population of the available recovery resources to help their transition from sheltering to longer-term housing.

Shelters support survivor recovery by maintaining areas where recovery resource information is displayed. The Mass Care Branch will provide vetted information about resources in multiple languages and formats for dissemination at shelters. Information should include:

- Programs and resources that will be available upon departure from the shelter.
- Hours of operation of Local Assistance Center (LAC) if they are opened.
- Information about any scheduled Town Hall meetings that provide information to people impacted by the disaster,
- Available resources for communication with groups requiring special accommodation.

**Disaster Case Management:** A major disaster may significantly reduce the supply of available housing. Shelters may need to maintain operations for a longer period until adequate interim, temporary, or long-term housing is found for remaining occupants. Case management for disaster recovery benefits and services is typically provided by governmental agencies (local, state, and federal) and qualified non-governmental or community-based organizations to eligible survivors. If case management is required, it becomes a priority line of effort during the sustain/right size phase and will require support from sheltering operations under the leadership of the housing recovery support function. Efforts will require resources and support staff from a wide variety of whole community organizations providing human services to impacted people in the community. The DOC and CADRE should coordinate scheduling case management efforts with Shelter Managers.

- Case management ensures that a sequence of delivery is followed to streamline assistance, prevent duplication of benefits, and provide an efficient referral system.
- Case management is one line of effort that can be useful in coordinating rehousing and temporary housing.
  - When people elect to enroll in disaster case management programs, information identifying individual/family recovery needs may be collected by case workers assigned to work at shelters and/or at sites such as the Local Assistance Centers (LACs).
  - As the transition to recovery progresses, the emphasis on these support services increases.

- Disaster survivors may need assistance working with the on-line resources, telephone accessed services, LACs, Federal Disaster Recovery Centers (DRCs), Red Cross assistance programs, and access to Long Term Recovery Group (LTRG) services/programs.

**Table 2.6.3 Phase 3-Sustain/Right Size**

**Conditions and mass care activity during the Sustain/Right Size phase:**

- Most of the impacted population largely returned to pre-disaster living situations or provided with more stable temporary options.
- Evacuation Warning and Order areas adjusted, reduced, or lifted in some areas, allowing some people in shelters to return home while others continue to be displaced.
- Declining sheltering and mass care support needs as people who can go home do so.
- Resources to sustain the remaining population with mass care needs identified.
- Whole community strategy to address individual recovery needs of the most impacted (often vulnerable or underserved populations) identified.
- Sheltering and care/site sustainment resource contracting adjusted as needed.
- Recurring resource requirements and need to resupply declines.
- Projected end date for sheltering/public safety sites is established.

**Sustain/Right Size**

**Desired End State**

- Provision of Disaster care site services and activities reduced to meeting needs of remaining population without any other options.
- Temporary housing strategy implemented.
- Long Term Recovery plan complete, and long-term recovery committees established and providing solutions for unmet needs.
- Implement coordinated strategy for individuals with unique unmet needs to transition into situations where those needs can be met, and they are no longer reliant on mass care services or activities. (Multi Agency Shelter Transition Team, Local Assistance Center, DRC (Disaster Recovery Centers)).

**Coordinating Objectives**

**EOC**

- Implement and track effectiveness of transition plans.
- Manage information.
- Process requests.
- Implement resource support plan.

**Table 2.6.3 Phase 3-Sustain/Right Size**

	<ul style="list-style-type: none"> <li>• Provide SME (Subject Matter Expert) and technical support to LTRCs or other entities.</li> <li>• Provide SME, technical support, and casework support for MASTT, LAC and DRC.</li> <li>• Demobilize sites no longer needed for sheltering or relief site activities in accordance with established agreements and site owner coordination.</li> <li>• Continue to gather and store incident documentation.</li> </ul>
<p><b>Equity and Inclusion Considerations</b></p>	<ul style="list-style-type: none"> <li>• Implement support measures to proactively help individuals who traditionally may face discrimination (i.e., those with criminal backgrounds, at risk women/single mothers, undocumented, unhoused, LGBTQI) transition into safe, stable long-term situations.</li> <li>• Provide clear, understandable communications about transition options provided to those who have accessibility, language, and other cultural differences.</li> <li>• Provide wrap-around services that appropriately and equitably address the cultural needs of those transitioning to individuals who need them.</li> <li>• Develop assessment measures that ensure the unique needs of culturally diverse populations are met.</li> <li>• Implement a process to document and capture both best practices and any missteps to inform hot wash sessions and After-Action Reviews (AAR).</li> </ul>
<p><b>Operational Activity and Objectives</b></p>	<ul style="list-style-type: none"> <li>• <b>Emergency Assistance-</b> Implement coordinated strategy for shelter transition.</li> <li>• <b>Sheltering</b> - Sustain temporary sheltering for those with mass care needs as individual recovery strategies are developed and implemented.</li> <li>• Maintain records of volunteer hours provided to support operations.</li> <li>• Maintain documentation of resources donated to support operations.</li> </ul>

Table 2.6.3 Phase 3-Sustain/Right Size	
<b>Measurable Targets</b>	<ul style="list-style-type: none"> <li>Sheltered population statistics and long-term housing needs/case work are reassessed and identified in daily shelter reports from activated site managers.</li> <li>Transition process/strategy in place for interface with community recovery resources.</li> </ul>

### 2.6.5 Phase 4- Transition to Recovery/Demobilize

During demobilization Mass Care Branch DOC will ensure property assigned to mass care sites is cleaned, vacated, and returned to owners, service contracts are cancelled, staff are released or reassigned, and all necessary documentation is appropriately collected and stored. Equipment and other resources are transitioned back to their responsible organizations and expendable resources are replaced. During this phase it is important to collect and organize support documentation for disaster care site efforts, including eligible cost share off-sets, volunteer hours, donated goods, expanded resources, staff hours, or other assistance to provide to the Mass Care Branch at the EOC. This includes identifying and collecting missing documentation related to prior phases.

The Mass Care Branch and sheltering providers will coordinate with local community recovery groups and other organizations to address rehousing and temporary housing for those who are unable to return home due to the incident. Shelter transition activities will be coordinated between the Operations Section Mass Care Branch and the Recovery Section to identify transitional and short-term housing options for those individuals and families remaining in shelter and the information requirements of the agency leading re-housing efforts.

Table 2.6.4. Phase 4-Transition to Recovery/Demobilize	
<b>Conditions and mass care activity during the Transition to Recovery/Demobilize Phase:</b>	
<ul style="list-style-type: none"> <li>All evacuation warnings or orders are lifted and/or people are authorized to travel freely and to return to their homes.</li> <li>There is little need for continued mass care or resource relief site support or activities.</li> <li>Shelter and care providers are demobilizing their operations and returning to their steady/pre-disaster site levels of readiness.</li> <li>Disaster impacted population largely returned to pre-disaster living situations or provided with more stable temporary options.</li> </ul>	
Transition to Recovery/Demobilize	
<b>Desired End State</b>	<ul style="list-style-type: none"> <li>No remaining sheltering or care/site activity needs.</li> </ul>



**Table 2.6.4. Phase 4-Transition to Recovery/Demobilize**

	<ul style="list-style-type: none"> <li>• Final cost analysis complete.</li> <li>• Staff resources returned to normal operations.</li> <li>• All incident shelter facilities and relief sites are vacated and returned to owners in acceptable condition.</li> <li>• All equipment imported for sheltering operations is demobilized.</li> <li>• All contracts related to sheltering operations for the incident are terminated.</li> <li>• All documentation related to Sheltering operations for the incident is collected and stored.</li> </ul>
<p><b>Coordinating Objectives</b> <b>EOC</b></p>	<ul style="list-style-type: none"> <li>• Manage Information.</li> <li>• Compile documentation - costs, materials, burn rates.</li> <li>• Participate in Hot Washes and other after-action feedback opportunities to inform the development of an After-Action Report/Improvement Plan (AAR/IP) led by City of San José OEM.</li> <li>• Demobilize all remaining personnel and equipment.</li> <li>• Conduct walkthroughs of mass care facilities, including shelters, used for the incident with facility owners.</li> <li>• Complete the necessary repairs and cleaning of facilities used for mass care operations to responsibly vacate the building.</li> <li>• Turn over long-term support and case management from the DOC to the appropriate agencies.</li> </ul>
<p><b>Operational Activity and Objectives</b></p>	<ul style="list-style-type: none"> <li>• Coordinate with the Housing Task Force or other group established to address housing options and brief long-term recovery staff on the status of sheltering/housing programs and remaining barriers.</li> <li>• Conduct sheltering and care/site activity after action reviews with impacted districts and departments.</li> <li>• Provide support for demobilization of sheltering and care/site operations.</li> <li>• Support collection and reconciliation of supporting documentation required for public assistance cost-share offsets (staff hours, donated goods).</li> </ul>

**Table 2.6.4. Phase 4-Transition to Recovery/Demobilize**

<p><b>Equity and Inclusion Considerations</b></p>	<ul style="list-style-type: none"> <li>• Communications and resource coordination barriers and enablers for branch, EOC, and community leadership coordination fully documented and integrated into plan reviews.</li> <li>• Identify who (internally/externally) might bring a unique perspective to the Hot Wash(es) and share their contact information with City of San José OEM.</li> <li>• In coordination with long-term recovery efforts, establish a process to track unmet needs of underserved populations identified during sheltering and to provide resources to meet those needs.</li> </ul>
<p><b>Measurable Targets</b></p>	<ul style="list-style-type: none"> <li>• Total number of overnight stays, total number of meals and snacks served, donated items received, all staff (employees, volunteers, mutual aid personnel) hours, and total population data documented.</li> <li>• 100% of those in need of long-term support solutions transitioned from EOC support to the appropriate agencies and programs for continued case management.</li> <li>• 100% of facilities used as shelters and mass care sites for the incident returned to their owners in an acceptable condition.</li> <li>• 100% of equipment used to support shelters or mass care sites for the incident is either returned to owners in an acceptable condition or is responsibly discarded if it is a single use/consumable item.</li> <li>• 100% of staff who worked in incident shelters or other mass care sites are released back to their normal employers/agencies, including City DSWs (Disaster Service Workers).</li> <li>• 100% of contracts developed during the incident for sheltering or other mass care operations are cancelled or otherwise returned to pre-incident status.</li> <li>• 100% of City Disaster Districts supported confirm that they no longer require City-level shelters or other mass care support.</li> </ul>

### 3. Organization

Parks, Recreation, and Neighborhood Services Department (PRNS) as the primary department has significant authorities, roles, and resources to accomplish the scope of the function, and has ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of the incident. Table defines the scope of responsibility for Primary, Supporting and Assisting Agencies/Organizations.

Table 3.1. p.36pSheltering Primary, Supporting and Assisting Department, Agencies and Organizations		
Primary	Supporting	Assisting
The agency with direct responsibility for the sheltering function.	An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for sheltering	An agency or organization supplying assistance other than direct operational or support functions or resources to the sheltering effort.
Department of Parks, Recreation and Neighborhood Services (PRNS)	Department of Public Works, Animal Services American Red Cross Collaborating Agencies' Disaster Relief Effort (CADRE) Department of Library Services Housing Office	Department of Transportation Human Resources Office, Office of Employee Relations Police Department Fire Department Office of the City Attorney City Manager's Office Public Information Office

#### 3.1 Departments, Agencies and Organizations

Supporting Agencies/Organizations should assign agency representatives to the Parks, Recreation, and Neighborhood Services Department Operations Center (DOC) to assist with sheltering and other mass care responsibilities.

- Each representative will be expected to activate and direct their response resources in accordance with their department's operating procedures.
- City employees with sheltering responsibilities (Assisting Agencies- see **Table 3.1**) should expect to respond (via email, text, phone call) to a request for their DSW services as soon as they receive the notification.
- Coordination with Cooperating agencies and organizations will be conducted through intra branch coordination at the Emergency Operations Center (EOC) level.

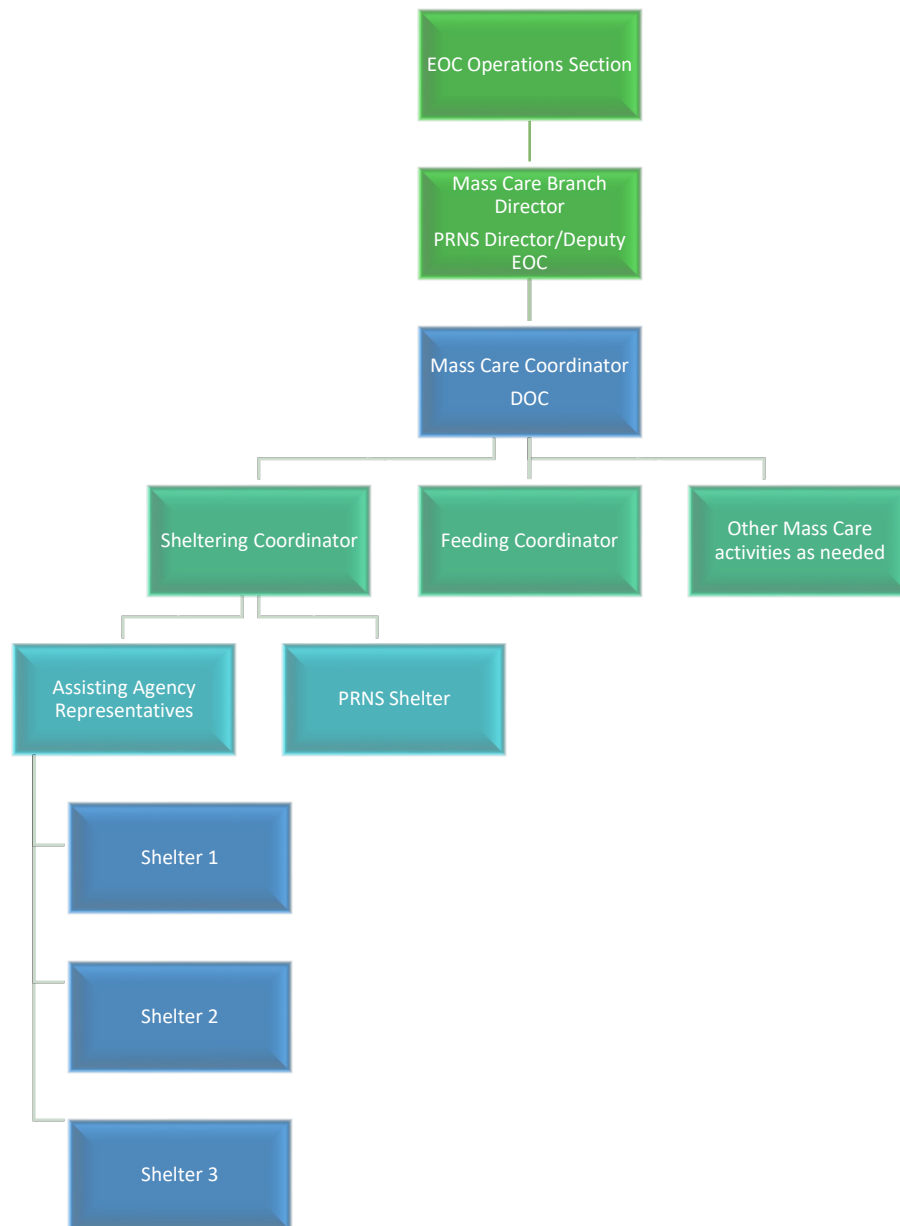
#### 3.2 Operational Coordination for Sheltering

Upon notification of an incident requiring emergency sheltering, the PRNS may activate a Department Operations Center (DOC) to coordinate and manage sheltering efforts throughout the City.

- Upon request from the Office of Emergency Management (OEM), PRNS will assign an agency representative to the EOC Operations Section's Mass Care Branch for the coordination of mass care operations including sheltering.

- The Mass Care Branch Coordinator will identify the supporting department(s) required to provide sheltering and other mass care services and take the steps to activate supporting departments or place them on standby.
- Parks, Recreation, and Neighborhood Services Department with support from the American Red Cross and assisting departments and external agencies will use the Shelter Management Plan to organize a rapid response to meet sheltering needs of people displaced by the disaster.
- Figure 1 provides one example of the coordination structure and reporting relationship between the EOC, the PRNS DOC for a disaster with multiple shelters open in the City of San José and a significant community feeding effort.

**Figure 1. Mass Care Branch- Operational Coordination Sample Table of Organization**



### 3.3 Roles & Responsibilities

This section outlines roles and responsibilities of City departments and organizations for sheltering. The sheltering roles and capabilities for external entities are also outlined. City departments and external partners may also make or be asked to support and provide resources beyond what is described in this section. The full list of organizational responsibilities and capabilities for mass care are in the Mass Care Annex and in the Emergency Operations Plan. Coordination with County and State level organizations with mass care capability is initiated through the Mass Care Branch at the EOC level unless pre-existing assistance agreements are in place between PRNS and the organization or agency.

#### 3.3.1 City Departments

In addition to continuing to provide essential services, responding departments will also be expected to perform the activities described below during an emergency or disaster. Depending on their sheltering responsibilities, when activated, departments will assign personnel and resources to support sheltering in the EOC, in the DOC and in the field.

Departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Table 3.2. City Department Sheltering Responsibilities	
<b>Department of Parks, Recreation and Neighborhood Services (PRNS), Primary</b>	
<b>Sheltering Support Role:</b>	
<ul style="list-style-type: none"> <li>• PRNS serves as the primary department for planning and operations throughout the disaster cycle for sheltering in the City of San José.</li> <li>• As the primary agency:               <ul style="list-style-type: none"> <li>○ Collecting, analyzing, and sharing information to develop a common operating picture for sheltering.</li> <li>○ Provide oversight and support for sheltering resource requests, including assignment to shelters and tracking for city-wide operations.</li> <li>○ Coordinating sheltering plans and conducting assessments to determine current and future needs at shelters; and</li> <li>○ In some cases, providing coordination and policy direction for the City’s sheltering strategies.</li> </ul> </li> <li>• As the primary agency and leadership for sheltering in the City of San José               <ul style="list-style-type: none"> <li>○ Provide leadership in directing, coordinating, and integrating citywide efforts to shelter assistance to displaced populations.</li> <li>○ When needed, activate the Departmental operations center (DOC) and coordinate execution of the City’s sheltering mission.</li> <li>○ DOC staff are primarily inward looking, focusing on directing sheltering assets and operations</li> </ul> </li> </ul>	
<b>Mass Care Responsibilities:</b>	
<b>Pre-Disaster</b>	<ul style="list-style-type: none"> <li>• Delegate and/or coordinate responsibilities for shelter planning, preparedness, response, and recovery activities to supporting departments and external entities.</li> <li>• In coordination with the American Red Cross-schedule and conduct shelter operations training for departments an organization in the City of San José.</li> </ul>

**Table 3.2. City Department Sheltering Responsibilities**

	<ul style="list-style-type: none"> <li>• Develop and maintain a roster of trained personnel to staff and manage shelters.</li> <li>• In the Mass Care Workgroup, lead efforts to develop a work plan for sheltering, and delegate work plan tasks.</li> <li>• In coordination with OEM, maintain Premises Use Agreements (PUAs) with third-party facility owners, such as school districts and faith-based organizations, for use of their facilities as disaster shelters.</li> <li>• In coordination with OEM, the Housing Department, Planning, Building and Code Enforcement Department, and Public Works Department ensure facility and operations compliance with ADA DAFN standards.</li> <li>• Coordinate the memorandum of understanding (MOU) with American Red Cross and manage the relationship.</li> <li>• Work with appropriate City departments (such as City Attorney, Information Technology, Immigrant Affairs, Police Department, and others) on developing and implementing a registration process and tools to be used in mass care activities, including shelters.             <ul style="list-style-type: none"> <li>○ For City managed shelters coordinate with other City departments (such as City Attorney, Information Technology, Immigrant Affairs, Police Department, and others) on develop and implement a registration process for use is in shelters.</li> <li>○ <b>CADRE’s</b> VisionLink system has the functionality for both a registration system for city run shelters and secure information storing system for sharing of case management information among multiple agencies.</li> <li>○ Effective implementation of the system for information sharing/provision hinges on pre-disaster coordination with all participants to understand information requirements and use by each agency, any limitations on the information they can and can’t share and the overarching requirements for information collection and input.</li> <li>○ Information from individuals undergoing the Red Cross Shelter Resident Transition process and Client Casework process can only be shared if the client consents to a release of information to agencies/organizations providing recovery assistance and resources.</li> </ul> </li> <li>• Red Cross to ensure that relevant information provided by shelter clients who have indicated their consent for shared information is made available to the agency’s/department’s responsible for case management and other recovery services.</li> <li>• Establish documentation process, in coordination with Finance/Administration Section to ensure accurate and complete documentation of all activities, receipts, volunteer, donations, labor, and equipment usage at shelters.</li> </ul>
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**Table 3.2. City Department Sheltering Responsibilities**

	<ul style="list-style-type: none"> <li>• Identify the position assigned responsibility for documentation at each shelter.</li> <li>• In coordination with Red Cross, OEM and any other supporting organizations, monitor equipment inventories and status for any sheltering equipment caches (typically, shelter trailers) located in the City available for use by PRNS.</li> <li>• Appoints a volunteer coordinator to provide Just in Time Training</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• If American Red Cross and other non-governmental relief agencies are not available to provide service, the Mass Care Branch will arrange for the opening and operation of shelters until these organizations are available.</li> <li>• In coordination with OEM, American Red Cross and other providers assess and identify a list potential shelter locations with their sheltering capabilities and their AFN support capability, including any shortfalls or limitations (so resources to mitigate shortfalls can be coordinated or requested) for each potential site to the EOC.</li> <li>• Activate the Parks, Recreation and Neighborhood Services DOC.</li> <li>• Request participation from supporting departments and partner organizations in the Parks, Recreation and Neighborhood Services DOC, if needed.</li> <li>• Coordinate sheltering related information and resources.</li> <li>• Provide personnel for shelter operations.</li> <li>• Implement documentation process, in coordination with Finance/Administration Section to ensure accurate and complete documentation of all activities, receipts, volunteer, donations, labor, and equipment usage at shelters.             <ul style="list-style-type: none"> <li>○ Should include a documentation and reporting orientation for the people assigned responsibility for documentation at each shelter.</li> </ul> </li> <li>• Coordinate and manage the shelter registration process when the City is operating and managing sheltering.</li> <li>• In coordination with Human Resources and the volunteer coordinator, identify staffing resources for assignment to meet sheltering requirements.</li> <li>• PRNS volunteer coordinator to coordinate and assign volunteers to shelter operations.</li> <li>• Coordinate with law enforcement and the EOC Logistics Section’s Procurement Branch to ensure adequate security services at shelter sites.</li> <li>• Provide information about sheltering to the PRNS PIO (Public Information Officer) who will coordinate the public. dissemination of messaging through</li> </ul>

**Table 3.2. City Department Sheltering Responsibilities**

	<p>the Joint Information Center, led by the City Manager’s Office PIO if activated.</p> <ul style="list-style-type: none"> <li>• Coordinate with a DAFN Coordinator ADA Specialist and subject-matter experts to identify and address required resources to meet the needs of people with disabilities and other access and functional needs at shelters.</li> <li>• Coordinate with Animal Services and appropriate providers regarding animal care issues and animal support resource shortfalls in shelters.</li> <li>• Ensure all volunteers assigned to client facing or information handling activities at shelters have completed and cleared any required background checks or special training (assignments that involve working with children or handling sensitive information like PII (Personally Identifiable Information) or HIPAA).</li> <li>• Ensure resources and materials are available in sufficient quantities at shelter locations, including the following items:             <ul style="list-style-type: none"> <li>• Forms for shelter inspection and activation</li> <li>• Shelter management and administration supplies</li> <li>• List of shelters with the contacts for each shelter manager as available</li> <li>• List of all food providers and contact information, including bulk providers and food pantries</li> <li>• List of all hospital and ambulance services with contact information</li> <li>• List of locations of all mass feeding sites and contact information for managers</li> <li>• List of any active CPOD (Commodity Points of Distribution) locations, their hours and the resources available for distribution.</li> </ul> </li> </ul>
<p><b>The Housing Department, Supporting</b></p>	
<p><b>Sheltering Support Role:</b></p> <ul style="list-style-type: none"> <li>• As the leader of the Housing Recovery Support Function, provide support to integrate the needs of shelter residents into temporary housing and rehousing strategies.</li> <li>• Provide information about rehousing and temporary housing strategies and resources for dissemination to people in shelters.</li> </ul>	
<p><b>Mass Care Responsibilities:</b></p>	
<p><b>Pre-Disaster</b></p>	<ul style="list-style-type: none"> <li>• Coordinate with the Parks, Recreation and Neighborhood Services Department, Planning, Building and Code Enforcement Department, and Public Works Department to ensure facility compliance with ADA requirements for DAFN standards.</li> </ul>



**Table 3.2. City Department Sheltering Responsibilities**

	<ul style="list-style-type: none"> <li>• Develop and establish a process and means of electronic communication with people displaced by the disaster to address their re-housing needs.</li> <li>• Coordinate with PRNS to integrate the City’s shelter transition strategies into the development and maintenance of emergency housing response and recovery plans</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Staff the EOC Operations Section’s Housing Branch and/or Recovery Section’s Recovery People (1) Branch, as circumstances require.</li> <li>• Support efforts to provide displaced disaster survivors with housing-related resources for case management until people in shelters are placed in housing.</li> <li>• To the extent possible, assist unhoused persons displaced by the disaster with housing options, as part of the department’s Homeless Concerns mission and operations.</li> <li>• Utilize existing resources and staff to assess temporary housing needs, coordinate with appropriate partners, and track next steps.</li> <li>• Assist the EOC Recovery Section with identification of short- and long-term housing needs of disaster survivors.</li> <li>• Consider the need to accommodate pets in temporary and transitional housing strategies for people displaced by the disaster.</li> <li>• Provide information about rehousing resources and strategies to PRNS for distribution to people in shelters.</li> <li>• Support efforts to transition people from shelters into temporary housing alternatives.</li> <li>• Lead and initiate emergency housing response and housing recovery strategies.</li> </ul>
<b>The City Manager’s Office, Supporting</b>	
<b>Sheltering Support Role:</b>	
<ul style="list-style-type: none"> <li>• As the Director of Emergency Services, provide overall authority and leadership during emergency operations.</li> <li>• As the lead office for Recovery, monitor sheltering operations and provide leadership to ensure fast and effective transition to long-term housing recovery operations for people displaced by the disaster.</li> <li>• The PIO in the City Manager’s Office is the lead for communication with the public for all messaging about shelters and services at shelters and relief sites in the City.</li> </ul>	
<b>Mass Care Responsibilities:</b>	
<b>Pre-Disaster</b>	<ul style="list-style-type: none"> <li>• Make policy recommendations and/or decisions.</li> <li>• PIO resources from the City Manager’s Office of Communications serve as the primary Emergency PIO and will support mass care operations with public information dissemination services.</li> <li>• Coordinate and disseminate information to and from elected officials.</li> </ul>

**Table 3.2. City Department Sheltering Responsibilities**

<b>Response</b>	<ul style="list-style-type: none"> <li>Facilitates integration of information about the sheltered population into community wide recovery planning and activities.</li> </ul>
<b>Office of Emergency Management, Supporting</b>	
<b>Sheltering Support Role:</b>	
<ul style="list-style-type: none"> <li>Provides emergency management training to sheltering leadership.</li> <li>Initiates warnings and notifications for evacuations.</li> <li>Coordinates OA resource requests for all mass care operations including sheltering.</li> </ul>	
<b>Mass Care Responsibilities:</b>	
<b>Pre-Disaster</b>	<ul style="list-style-type: none"> <li>Coordinate training and exercise for sheltering.</li> <li>Maintains the readiness of the EOC.</li> <li>Supports planning efforts related to sheltering, including planning for individuals with disabilities and others with access and functional needs.</li> <li>In coordination with PRNS and/or the Mass Care Branch work with the <b>Collaborating Agencies' Disaster Relief Effort (CADRE)</b> Access and Functional Needs team leads, Silicon Valley Independent Living Center, the San Andreas Regional Centers, and other services and organizations that serve individuals with access and functional needs to request required support resources.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>Activate the EOC.</li> <li>Initiates the emergency proclamation process.</li> <li>In coordination with PRNS and/or the Mass Care Branch supports the identification of shelters and transportation services.</li> <li>Provide public information and updates to PIO, including first responders and mutual aid resources, involved in sheltering.</li> <li>Coordinate sheltering resource needs for the City with the Santa Clara County Operational Area, Cal OES (Office of Emergency Services), and FEMA (Federal Emergency Management Agency).</li> </ul>
<b>The Department of Public Works, Supporting</b>	
<b>Sheltering Support Role:</b>	
<ul style="list-style-type: none"> <li>Departmental responsibility for pet support.</li> <li>Ensures shelters and mass care sites meet structural ADA compliance standards.</li> </ul>	
<b>Mass Care Responsibilities:</b>	
<b>Pre-Disaster</b>	<ul style="list-style-type: none"> <li>Pre-establish contracts for an ADA Specialist to ensure the engineering and configuration of structures used as shelters comply with ADA guidance for use for residents with disabilities and others with access and functional needs. <ul style="list-style-type: none"> <li>If a priority shelter site does not meet compliance requirements develop a list of temporary equipment and modifications required to meet compliance requirements.</li> </ul> </li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>Coordinate with the Parks, Recreation, and Neighborhood Services Department, Housing Department, and Planning, Building, and Code</li> </ul>

**Table 3.2. City Department Sheltering Responsibilities**

	<p>Enforcement Department to ensure compliance with ADA by providing evaluation of potential shelter sites for structural and accessible requirements.</p> <ul style="list-style-type: none"> <li>• Perform safety assessments of proposed shelter sites to ensure they can be safely occupied after an incident within 24 hours of incident, or as early as practicable. Perform additional safety assessments as necessary throughout the incident.</li> <li>• When infrastructure or structural impacts require it (e.g., catastrophic events), request additional safety assessment resources through the State Safety Assessment Program (SAP).</li> <li>• Initiate ADA Specialist contract for DAFN compliance standards for all Mass Care and Shelter sites.</li> <li>• The Animal Care and Services division, in coordination with PRNS and Red Cross will coordinate the evacuation and sheltering of companion animals/pets (including in general population shelters and separate facilities) and provide additional support for service animals at general population shelters.</li> <li>• When collocated shelters are not available, Animal Care and Services division will coordinate available resources including trailers and kennels to establish companion animal/pet shelters in proximity to general population shelters or provide pet accommodations at the Animal Care Center.</li> </ul>
<p><b>The Department of Transportation, Supporting</b></p>	
<p><b>Sheltering Support Role:</b></p> <ul style="list-style-type: none"> <li>• Coordination of transportation support resources for evacuations and long-term sheltering.</li> </ul>	
<p><b>Mass Care Responsibilities:</b></p>	
<p><b>Pre-Disaster</b></p>	<ul style="list-style-type: none"> <li>• In coordination with Law Enforcement, PRNS and OEM work to develop planning assumptions for the population likely to require transportation support to evacuation sites and shelters during evacuations.</li> </ul>
<p><b>Response</b></p>	<ul style="list-style-type: none"> <li>• Staff the EOC Operations Section’s Transportation Branch.</li> <li>• Provide transportation support and coordination for movement between evacuation sites, pickup points, shelter sites, and other support services locations that may be available to people in shelters.</li> <li>• In limited incidents, such as heavy storms immediately displacing populations may coordinate very short-term resources transportation vehicles with high passenger capacity (Vans and Buses) while evacuation centers for use as temporary waiting areas as emergency shelters are set up.</li> </ul>
<p><b>The Human Resources Department, Assisting</b></p>	
<p><b>Sheltering Support Role:</b></p> <ul style="list-style-type: none"> <li>• Support and manage aspects of staff assignment support of sheltering.</li> </ul>	
<p><b>Mass Care Responsibilities:</b></p>	

**Table 3.2. City Department Sheltering Responsibilities**

<b>Pre-Disaster</b>	<ul style="list-style-type: none"> <li>• In coordination with PRNS, manage records for personnel trained with sheltering.</li> <li>• Maintain records of personnel skilled to provide several types of assistance, including translation or interpretation services in shelters.</li> </ul>
	<ul style="list-style-type: none"> <li>• Support personnel assignment for sheltering.</li> <li>• Manage Disaster Service Workers and swear in affiliated volunteers for integration into the City’s emergency response.</li> <li>• Support PRNS Volunteer Coordinator with management of event based/unaffiliated volunteers (preferably in groups where they can receive just-in-time training).</li> </ul>
<b>San José Police Department (SJPD), Assisting</b>	
<b>Sheltering Support Role:</b>	
<ul style="list-style-type: none"> <li>• Identification of appropriate resources for security support at shelters.</li> <li>• Support and oversight when family reunification involving unaccompanied minors and separate children is required.</li> <li>• Oversight of individuals presenting threats to the life and safety of other people in shelters.</li> <li>• In coordination with the County Sheriff, establishing the location of people required to register their location with the government (e.g., persons convicted of sex crimes).</li> </ul>	
<b>Mass Care Responsibilities:</b>	
<b>Pre-Disaster</b>	<ul style="list-style-type: none"> <li>• Provide support for development of plans and policies that address reunification of individuals and families and evacuee tracking.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Assess and coordinate the need for security resources at evacuation points, pickup points, and shelter locations.</li> <li>• When requested, in coordination with the County Sheriff, assess and coordinate the need to provide alternative sheltering for registered sex offenders.</li> </ul>
<b>The Fire Department, Assisting</b>	
<b>Sheltering Support Role:</b>	
<ul style="list-style-type: none"> <li>• Fire safety assessments at shelters.</li> </ul>	
<b>Mass Care Responsibilities:</b>	
<b>Pre-Disaster</b>	<ul style="list-style-type: none"> <li>• Provide fire safety and capacity inspections at shelters as requested via Fire Marshal or other appropriate personnel.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Provide fire safety and capacity inspections at shelters as requested via Fire Marshal or other appropriate personnel.</li> </ul>
<b>San José Public Library, Assisting</b>	

**Table 3.2. City Department Sheltering Responsibilities**

<b>Sheltering Support Role:</b>	
<ul style="list-style-type: none"> <li>• As resources allow, identify personnel available for assignment as DSW to shelters.</li> <li>• As resources allow, identify available technological and communication resources for assignment for use in shelters.</li> <li>• As resources allow support requests for information support for the mass care branch coordinated through the EOC.</li> </ul>	
<b>Mass Care Responsibilities:</b>	
<b>Pre-Disaster</b>	<ul style="list-style-type: none"> <li>• When requested by PRNS or OEM, support inter-department sheltering planning, exercise and training efforts.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Personnel designated available by Library Services may be assigned to shelters.</li> <li>• Assignments may include multilingual interpretation services.</li> <li>• Other support services may be provided to people in shelter as staff and resources allow.</li> <li>• Information support for assessment of mass care needs and resource prioritization through data analysis of demographics in the impacted areas and development of decision-support tools from sources like the Digital Equity/Inclusion Index.</li> <li>• As resources allow, provide communication resource support to mass care sites including iPad, MIFIs and other communications tools.</li> </ul>
<b>The Department of Information Technology Assistance, Assisting</b>	
<b>Sheltering Support Role:</b>	
<ul style="list-style-type: none"> <li>• Communication resources and technology support for shelters.</li> </ul>	
<b>Mass Care Responsibilities:</b>	
<b>Pre-Disaster</b>	<ul style="list-style-type: none"> <li>• When requested by PRNS or OEM, support inter-department sheltering planning, exercise, and training efforts.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Assist PRNS with identifying technology and communications needs for shelter and mass care operations and identify resources or vendors to expand services.</li> <li>• Provide technology and communications support, including expanding the scope of services and bandwidth for shelter communications and branch coordination.</li> </ul>

*3.3.2 Nonprofit Organizations / Community Based Organizations (CBOs)/ Faith-Based Organizations (FBOs)*

CBOs and FBOs can offer invaluable support during mass care operations and often have close ties to the communities and neighborhoods they serve. This section provides a preliminary identification of NGOs, CBOs and FBOs that may provide sheltering capability in the City of San José.

**American Red Cross will:**

- Support the City of San José in activating, managing, and/or running emergency shelters to respond to incident needs.
- As resources allow support sheltering operations in the City of San José.
- Share general information about the individual recovery needs of the population sheltered to help identify the resources needed for recovery of the displaced population and impacted community.
- Will ensure shelter workers conducting shelter resident transition assessments are trained to address the release of information section where individual Red Cross Shelter Clients are asked to indicate whether they are willing to release their registration information to organizations, departments, and agencies providing recovery assistance resources.
- Will provide quality assurance to ensure that shelter resident transition assessments are conducted for any shelter operations they support.

**Collaborating Agencies' Disaster Relief Effort (CADRE) can:**

- Establish a network of participating private nonprofit organizations to support the community in a disaster through the following functional teams: Access and Functional Needs, Food Sourcing and Distribution, Mental Health, Donations Management, and Case Management.
- Act as a point of contact for nonprofit organizations and volunteers that work in disasters.
- Coordinate information and resources available from participating organizations.
- Assist with coordinating the relationship between the City of San José and participating organizations to obtain goods, services, and financial assistance to meet long-term recovery needs of survivors.
- Connect the City with programs and organizations that can provide volunteers to support mass care and shelter operations.
- Provide access to resources and subject matter expertise in support of service delivery to populations with access and functional needs and populations with various cultural considerations.

**Second Harvest Food Bank may:**

- In coordination with PRNS and other nongovernmental, community based, and faith-based organizations assist with shelter feeding by providing food, volunteers, food management, food handling, serving food, and food cleanup.
- Assist with food services for delivery and special dietary concerns within the Operational Area to fulfill City of San José requests.
- Provide coordination for food bank volunteers for food service and delivery within the Operational Area to fulfill City of San José requests.

**Other community- and faith-based organizations can:**

- Provide advocacy, information, volunteers, strategic guidance, resources, and direct assistance to support survivors.

## 4. Direction, Control, and Coordination

### 4.1 Coordination with Field-Level Shelters

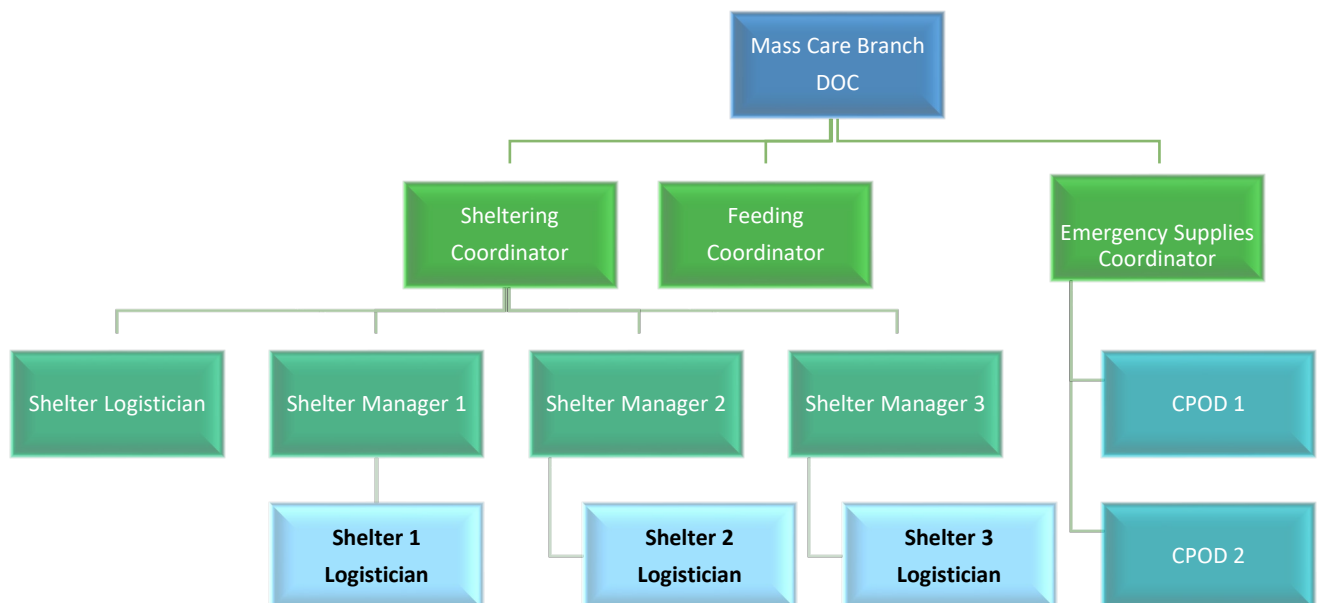
Field-level responders (Shelter managers and their teams) organize according to the Incident Command System (ICS) and coordinate with Department Operations Centers (DOCs) and/or the EOC to share information and request support; similarly, coordination of sheltering occurs through aligned functional elements within the emergency operations center’s coordination structure.

### 4.2 Parks Recreation and Neighborhood Services Department Operations Center

The PRNS DOC fills two functions: ensuring critical pre-disaster operations continue and providing functional support to field operations. When activated the PRNS DOC will provide operational guidance and resource support to shelters and will coordinate information sharing and assignment of resources to shelters. Communication and information sharing between the PRNS DOC and the Mass Care Branch at the EOC occurs between the Mass Care Coordinator at the DOC and the Mass Care Branch Director assigned to the EOC for Mass Care Branch leadership responsibilities.

For disasters requiring multiple shelters, the PRNS DOC becomes the coordination point between the shelter(s) and the EOC. The DOC will lead the coordination with shelter managers to address sheltering resource needs to meet operating requirements. The DOC is responsible for communicating sheltering information to the Mass Care Branch under the Operations Branch at the EOC for situational awareness and decision support. **Figure 2** Provides an illustration of the coordinating relationship for a disaster with multiple shelters across the City.

**Figure 2. Moderately Complex Sheltering Operational Coordination Structure-Sample Table**



The table shows an example of an incident that requires mass care needs of the public require enough additional lines of mass care effort (community feeding and multiple points of distribution) that the coordination authority was delegated, and span of control was expanded to accommodate the multiple lines of effort within mass care. The figure reflects a sheltering operation complex enough to justify a person assigned responsible for logistics support in addition to their regularly assigned shelter duties at each shelter, as well as a logistician supporting a Sheltering Coordinator assigned responsibility for resource support to multiple shelters.

## 5. Logistics

For larger, more complex sheltering (i.e., multiple shelters open in different areas of the City), the Parks, Recreations and Neighborhood Services (PRNS) Department Operations Center (DOC) will assign someone to manage the DOC's logistics and delivery strategies for sheltering. The shelter workers assigned logistics lead roles at shelters and the sheltering logistics coordinator at the DOC will track the procurement of items entering and leaving the shelter sites. The Shelters will provide daily logistics updates to the DOC and the DOC will provide consolidated daily information to the Mass Care Branch Director to report to the EOC Operations Section. The DOC will notify logistics leads at shelters of incoming supplies and pick-up of supplies and items. The DOC and shelters should establish an 8- or 12-hour rotation delivery schedule to ensure procurement has the necessary time and items necessary to maintain an efficient and operating shelter. Staff for equipment receipt and return, in addition to additional staff during startup and closedown periods.

The six primary tasks of resource management during an incident are:

- Identify requirements
- Order and acquire.
- Mobilize
- Track and report
- Demobilize
- Reimburse and restock

### 5.1. Requesting Resources

Resource requests are generated at shelters, approved by the shelter manager, and then consolidated at the DOC for submission to the Mass Care Branch for approval if the DOC is not able to identify a community partner to support the request. Resource requests should include enough detail to ensure that those receiving the request understand what is needed. Requests should include the following information:

- Correctional institutions, hospitals, and mental-health and assisted living facilities have legal responsibilities to plan for moving populations under their care. However, coordination with such institutions for situational awareness will be critical.
- Detailed item description including quantity, capability, category, kind, and type, if known, or a description of required capability and/or intended use if not. If suitable substitute resources or preferred sources exist, these should also be indicated.



- Capability: The core capability for which the resource is most useful (e.g., sheltering, feeding, reunification, emergency supply distribution...)
- Category: The function for which a resource would be most useful (e.g., sheltering, feeding, emergency supply distribution, reunification)
- Kind: A broad characterization, such as personnel/staff, teams, facilities, equipment, and supplies
- If the resource is not a common or standard incident resource, then detailed specifications should be provided.
- Required arrival date and time
- Required delivery or reporting location
- The position title of the individual to whom the resource should report.
- Any incident-specific health or safety concerns (e.g., vaccinations, adverse living/working conditions, or identified environmental hazards). Personnel are assigned based on their qualifications and the needs of the incident, as well as any jurisdictional licensing requirements or limitations (i.e., personnel in some fields, including law enforcement and medicine, have limited authority outside of the jurisdiction in which they are sworn or licensed).

## 5.2. General Resource Request Flow

During the response phase, the real-time tracking of incident response needs and resources available is critical. The resource management process during an incident includes standard methods to identify, order, mobilize, and track resources.

Resources may be in short supply, and multiple requests for services can occur. Resource requirements for supplies, equipment, vehicles, facilities, or personnel are initially filled from within City departments or in coordination with local organizations. Once internal resources have been exhausted (to include inventories on hand, resources from community organizations, and procurement from vendors) or when a shortfall is projected, a resource request based on a needed outcome is submitted by the DOC to the Mass Care Branch at the EOC.

The request is then filled, if possible, by other departments represented in the Operations Section of the EOC. When no internal source exists to fulfill the resource request, or a shortage is anticipated, the request is forwarded to the Logistics Section via the Mass Care Branch Representative. The Logistics Section attempts to fulfill the request by procuring the necessary services or supplies first from within existing City resources, and then from the private sector or other nongovernmental sources.

When City resources have been exhausted, or certain resources are unavailable, resource requests are then routed to the Operational Area EOC. Coordination of deliveries of supplies and equipment for fulfilled resource requests will be made between the Mass Care Branch and Logistics within the EOC. The Mass Care Branch will coordinate with the PRNS DOC to verify that shelters have the required space and staff and availability to receive and place incoming equipment and supplies. The DOC will coordinate deliveries to shelters with Shelter Managers. Coordination for resupply, receiving, and delivery conducted via site logistician (may be an added duty) or Log at the EOC and the Shelter Logistician at the DOC.

### 5.3. Discipline-Specific Mutual Aid Resource Request Flow

Under the California Master Mutual Aid Agreement, of which the City is a signatory, discipline-specific mutual aid systems (e.g., Law, Fire and Rescue, Medical Health, Public Works, and Emergency Management), follow a slightly different path when requesting resources. While they still flow bottom up, following SEMS levels, the requests are initiated, communicated, and coordinated, through designated Mutual Aid Coordinators at each level. The City's Mutual Aid Coordinators issue requests for assistance using the relevant DOC/dispatch center to initiate the process by communicating the request to the Operational Area Mutual Aid Coordinator through the Operational Area dispatch center. Initiated requests and the status of the resources are tracked and that information is shared with the associated Branch in the Operations Section of the EOC.

### 5.4 Resource Tracking

Resource tracking occurs prior to, during, and after an incident. This process helps staff prepare to receive and use resources; tracks resource location; facilitates the safety and security of personnel, equipment, teams, and facilities; and enables effective resource coordination and movement. Resource status updates and associated information should flow up from the ICP (Incident Command Post), to DOCs, to the EOC, and continue until the information is received by the resource provider.

The PRNS DOC will use the ICS 213 Resource Request form or similar form to track contact methods of all DOC positions and key positions in the field conducting shelter management activities. This form will be maintained and remain current for each operational period throughout the duration of the shelter operation.

## 6. Information Collection, Dissemination and Analysis

The City uses Red Cross reporting information collection tools to establish reporting criteria and a process for consolidating information on sheltering. Shelter population reports should be sent from local sites to the DOC in a regular reporting cycle anytime there is a need for City support and coordination for sheltering. For those sites not running on a 24-hour cycle and without overnight activity, daily updates for activity at each site should be submitted one hour after the site's operational period ends. Services for sites that are supplying overnight, and 24-hour services should submit daily reports at 11 PM (Project Management) (Red Cross calls this the "midnight count") for consolidation by the Mass Care Coordinator and submission to the Mass Care Branch at the EOC.

### 6.1. Critical Information Requirements (CIRs)

CIRs are reports and required information from mass care sites, including shelters that are critical to effective decision-making for mass care services. The CIRs identified below represent the types of information from shelters that should be reported regularly, and which may help identify the need for additional resources or can be used as indicators for changes in the sheltering operational phases. See **Table 2.2.1** in the Mass Care Handbook for a comprehensive list of Critical Information Requirements for Mass Care. The following list represents a summary list of critical information requirements for sheltering.

- Shelter population and shelter population trend (increase or decrease in population)
- Current and projected sheltering resources available by type and kind.
- Projected or actual peak shelter population

- Meal counts at shelters.
- Target date and confirmation of complete shelter assessment- comprehensive assessment of safety/security/accessibility of each shelter
- Reported issues at shelters- resource shortfalls (including staffing), safety issues, health and behavioral health concerns, operating concerns.

## 6.2. Essential Elements of Information (EIs)

EIs provide greater detail on the overall incident or event that could influence decision-making for sheltering. This information should be updated daily, and the Mass Care Branch should provide a summary of key relevant information to the Sheltering Coordinator for dissemination to Shelter Managers. See **Table 2.2.2** in the Mass Care Handbook for a comprehensive list of Essential Elements of Information for Mass Care. The following list represents a summary list of essential elements of information for sheltering.

- Anticipated duration of the event
- # of residences with Major Damage or Destroyed status
- # of evacuated population
- Power Outages by jurisdiction and projected restoration times
- Current and impending hazard or threat conditions affecting shelter operations.
- Target dates for reopening of schools and other government services.
- Lists of open grocery retailers and other food providers
- Location of assistance centers, including LACs and or DRCs
- Transportation system disruptions
- Communications system disruptions
- Public Information and Warning Information

The guidelines established in the City of San José Crisis Communications Plan should address the release of emergency public information about sheltering. The City of San José Office of the City Manager’s PIO should vet all public safety information about sheltering in the City of San José. Authorities

## 7. Authorities

### 7.1 City of San José

- City of San José Municipal Code, Chapter 8.08 – “Office of Emergency Services”
- City of San José City Charter, Section 203, “Continuity of Government in Event of Disaster”
- City of San José Municipal Code, Chapter 4.12 – “Emergency Purchases”
- City of San José Resolution No. 66401, “Adopting the Standardized Emergency Management System to Manage Unusual Occurrences Within the City of San José”, January 23, 1996
- City of San José Resolution No. 72949, adopting NIMS as the City’s formal emergency management system, November 1, 2005
- City of San José Resolution No. 78286, “Adoption of a resolution approving volume I and the City of San José annex within volume 2 of the two volume Santa Clara County Operational Area Mitigation Plan, as the City of San José’s local hazard mitigation plan”, June 27, 2017

- City of San José Resolution No. 78092, “A Resolution of the Council of the City of San José designating officials authorized to apply for disaster assistance”, February 28, 2017

## 7.2 Santa Clara County

- County of Santa Clara, Code of Ordinances, Section A-8, “Civil Protection and Emergency Services”
- County of Santa Clara, Mass Care and Shelter Operational Annex (2015)
- County of Santa Clara Emergency Operations Plan (2022)
- Santa Clara County Operational Area Hazard Mitigation Plan

## 7.3 State of California

- California Emergency Services Act (CA Gov. Code §8550 - 8660)
- Accessibility to Emergency Information and Services (CA Gov. Code §8593.3)
- Emergency Plan; Cultural Competence; Forum (CA Gov. Code §8593.3.5)
- Disaster Service Worker (California Labor Code, §3211.92)
- Cal OES Disaster Service Worker Volunteer Guidance
- State of California Emergency Plan (SEP), State of California, Cal OES, 2017 (G.C (Government Code). §8560)
- California Disaster Assistance Act (CDAA), Government Code Chapter 7.5 of Division 1 of Title 2
- California Disaster and Civil Defense Master Mutual Aid Agreement
- Standardized Emergency Management System Regulations (19 California Code of Regulations [CCR] §2400-2450)
- CDAA Regulations (19 CCR §2900-2999.5)
- California Animal Response Emergency System (CARES) (CA Gov. Code §8608)
- Local Emergency Prevention Measures for County Health Official: California Health and Safety Code §101040
- Orders and Regulations that may be selectively promulgated by the Governor during a State of Emergency or State of War Emergency
- Natural Disaster Emergency Shelter Program (CA H.S.C. 34070 – 34082)

## 7.4 Federal Authorities and Statutes

- Fair Employment and Housing Act
- Section 504 of the Rehabilitation Act
- Rehabilitation Act of 1973, Section 504, nondiscrimination provision applicable to FEMA programs
- National Response Framework, 2020
- Homeland Security Act of 2002
- Homeland Security Presidential Directive 5
- Post-Katrina Emergency Management Reform Act of 2006
- Pets Evacuation and Transportation Standards Act of 2006
- Public Health Service Act, as amended.
- Social Security Act of 1935, as amended.
- Americans With Disabilities Act of 1990
- Fair Housing Act of 1988, as amended.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended)

- Stafford Act, Section 308, nondiscrimination provision applicable to FEMA Programs
- Stafford Act, Section 309, nondiscrimination provision applicable to FEMA Programs
- Executive Order 13166, “Improving Access to Services for Persons with Limited English Proficiency,”
- Executive Order 12898, “Environmental Justice in Minority and Low-Income Populations.”
- Title VI of the Civil Rights Act
- Title IX of the Education Amendments Act
- Age Discrimination Act