MULTI-AGENCY SHELTERING/SHELTERING SUPPORT PLAN TEMPLATE

_____

Jurisdiction

_____

Month/Day/Year

Version 4.0
October 1, 2014

Signature page for all participating agencies/organizations for the State of _____

The following agencies/organizations within the State* of _____ are participants in this plan:

NOTE: Consider including the name of the organization, name and title of individual signing the Plan and the date of signature.

_____	_____	_____
Name of Organization	Name/Title	Date
_____	_____	_____
Name of Organization	Name/Title	Date
_____	_____	_____
Name of Organization	Name/Title	Date
_____	_____	_____
Name of Organization	Name/Title	Date

*State includes all levels of government (local, state, tribal, territorial, insular area and Federal) governments

Multi-Agency Sheltering/Sheltering Support Plan Template

A. Purpose for the Multi-Agency Sheltering/Sheltering Support Plan Template (MASPT)

The purpose of the MASPT is to supplement the jurisdictions Emergency Operations Plan and/or Mass Care Annex and is intended to provide guidance and suggested procedures for a jurisdiction to consider in the development of a sheltering plan that focuses on their role of managing and/or supporting sheltering activities. The template is based on best practices and concepts that have been proven during previous disasters. The plan should address the roles and responsibilities of the Sheltering Task Force that during preparedness is often called a Sheltering Committee. It emphasizes coordination among the various organizations/agencies participating in sheltering operations. These organizations/agencies include: Federal, tribal, state and local government entities, non-government organizations (NGOs), National and State Voluntary Organizations Active in Disaster (VOADs) member organizations and other voluntary organizations involved with sheltering operations and the private sector.

While this is a multi-agency template inclusive of the various agencies and organizations that support sheltering activities, a jurisdiction will designate a government entity as the coordinating agency for sheltering. This agency can request another organization/agency with sheltering expertise to be the primary agency or co-lead for sheltering. However, responsibilities of the coordinating agency still include managing and/or supporting sheltering activities. In all cases, sheltering is a community effort that involves the NGOs, private sector, government and public sector to provide a safe, sanitary and accessible environment for individuals affected by disaster.

The MASPT can be used by any jurisdiction, be it the state, tribal nation, a county or parish, or municipal emergency management agency. The principles remain the same whether the jurisdiction is supporting or managing sheltering. The jurisdiction will need to determine its role in sheltering: shelter management (opening, running, closing, etc.) or sheltering support (coordination and support for shelters operated by other organizations/ jurisdictions), and **modify the language throughout the template accordingly.**

Additionally, the template can serve as an educational tool to assist jurisdictions, non-governmental organizations (NGOs), private sector and other stakeholders providing sheltering support to understand the complexities of implementing a coordinated and collaborative sheltering operation. This includes understanding both the sheltering protocols of the various sheltering providers and the government entities. The effective and efficient request and receipt of resources will ensure the streamlined integration of Federal, tribal, state, and local resources.

This Multi-Agency Sheltering/Sheltering Support Template may not be used for commercial purposes.

B. Document Format

1. Template Guidance

The guidance is not part of the template. The sheltering template is a tool for people working with the states to introduce the planning concepts.

2. Section **Format**
   - Boxed Text: These boxes provide the definition of what information should be included in the respective section. The boxes should not be included in the final Plan.
   - Times New Roman: Guidance
   - *SAMPLE: The samples given in each section are to assist the planners in understanding the content needed to be included within the section. They are not necessarily realistic scenarios.*
   - Checklist Boxes: The checklists help to identify key elements that need to be included in a specific section.

NOTE: Emergency Support Function (ESF) #6: The use of the terminology Federal ESF #6 within this document refers to the Mass Care and Emergency Assistance functions of the ESF #6 as defined in the *National Response Framework* and State ESF #6 Mass Care refers to the function as defined by the state plan.

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I. Introduction

Describe an overview of why the plan is being written and outline when the plan will be used and under what authorities.

The governor and his/her emergency management staff are responsible for the coordination of mass care/emergency assistance within the state. Coordination occurs through the appropriate Emergency Support Function (ESF) and the state mass care lead. A Governor's Proclamation triggers the Emergency Operations Plan (EOP) implementation, which is a prerequisite to request federal assistance. The Emergency Support Function Six (ESF #6) (or equivalent) is one of many emergency support functions established by the State Emergency Operations Plan. ESF #6 provides coordination, collaboration, and resource identification for mass care/emergency assistance to support the local jurisdiction's capabilities to minimize the humanitarian impact of disasters and other emergencies. The lead agency, (name of lead agency), is responsible for shelter coordination. The template describes state support to disaster shelter operations when local resources are overwhelmed by a disaster.

The process discussed in this plan can be implemented by the state with no federal assistance or when federal assistance is requested.

Throughout this document the term "people with disabilities and others with access and functional needs" is used for consistency and clarity; use of the term is intended to align the guidance in this planning template with national doctrine as stated in the National Response Framework (NRF), as follows:

> "Emergency management staff in all jurisdictions have a fundamental responsibility to consider the needs of all members of the whole community, including children and individuals with disabilities and others with access and functional needs; those from religious, racial, and ethnically diverse backgrounds; and people with limited English proficiency. The potential contributions of all these people toward delivering core capabilities during incident response (e.g., through associations and alliances that serve these populations) should be incorporated into planning efforts.
>
> Staff must also consider those who own or have responsibility for animals both as members of the community who may be affected by incidents and as a potential means of supporting response efforts. This includes those with household pets, service and assistance animals, working dogs…" (National Response Framework, May 2013, page 8).
>
> Additionally, it is worth noting that given the scope and magnitude of a catastrophic incident, waivers, exceptions, and exemptions to policy, regulations, and laws may be available in order to save and sustain life, and to

protect property and the environment. However, any such waivers, exceptions, and exemptions must be consistent with laws that preserve human and civil rights and protect individuals with disabilities and others with access and functional needs. (NRF)

Appendix A lists accessibility considerations for sheltering.

Shelter Partners that traditionally deliver mass care in a disaster will respond with available resources in accordance with the requirements of their internal policies and in cooperation with emergency management officials. These agencies will respond as soon as a need is identified and often prior to the declaration under their own authorities.

Under a presidential declaration of major or emergency disaster and when conditions warrant, the state may request additional Federal support through the FEMA Region. This support may include the purchase of items listed in the Commonly Used Shelter Items & Service Listing (CUSI-SL) catalog, dated March 2013 and other supplies when state and voluntary organization purchasing resources are insufficient to meet demand in disaster-impacted areas. Sheltering support may be provided under Public Assistance, Section 403, 402, 502 and 689 of the Stafford Act.

II. Purpose, Scope, Planning Assumptions, Situation

A. Purpose

This section should describe why this plan is being developed and what it is meant to accomplish.

SAMPLE:
The purpose of this template is to define the framework for state and/or Federal support of a coordinated, timely and efficient sheltering response in [insert name of jurisdictions]. It also defines the full spectrum of services required from initiation until survivors return to their homes or find alternate housing options.

B. Scope

This section should state the scope of activities provided by the entities (agencies, organizations, private sector, etc.) to which the plan applies. The sheltering plan may be written for a specific jurisdiction that has the authority to request resources directly from the Federal government. It may also be developed to include jurisdictions that share boundaries (such as those involved in regional planning) or resources. It should be scalable and adaptable to include new/additional entities over time.

SAMPLE:
This plan describes the coordination steps and implementation procedures necessary to support the sheltering requirements within [insert name of jurisdictions]

This plan also –

- *Describes the response capacity and strategy of the multi-agency participants of this plan to implement sheltering support and meet the needs of affected jurisdictions.*
- *Describes methods for scaling up and integrating state and national agencies/organizations into the response.*
- *Provides procedures for managing and coordinating the resources available to the jurisdiction and/or state.*
- *Promotes a spirit of cooperation and mutual support among the agencies and organizations providing and supporting the sheltering response.*

Medical sheltering is the responsibility of state – ESF 8. ESF #6 supports as appropriate, if requested by ESF 8.

The ESF or state lead agency for animal response, including household pets, differs from state to state; consult the state EOP. ESF #6 supports as appropriate, if requested by the state animal ESF. However, on-site care and shelter of service animals are addressed as convenient to the owner, in coordination with the state animal ESF and ESF #6.

C. Planning Assumptions

This section should contain a list of the conditions that have a significant impact on the success of the plan.

SAMPLE:

- *Public sheltering is a local government responsibility in collaboration with community partners; responsibilities include designating, planning, resourcing, operating and closing of public shelters.*

- *Participating agencies/organizations will develop internal procedures and train personnel to perform the duties and responsibilities described in this plan. Internal procedures and trained personnel will be paramount to the success of the assistance process.*

- *Most people who will require sheltering will not arrive at the shelter with a 72-hour supply of essential life-sustaining items. Many may not have essential medication, prescriptions and other items they need to maintain health, safety and independence.*

- *People may arrive at a shelter with their household pets and the household pets will need sheltering and appropriate care.*

- *Sheltering services will be needed in some capacity on nearly every disaster incident. In small incidents, sheltering needs may be easily met by the deployment of personnel from local NGOs, such as the American Red Cross or The Salvation Army. Larger or catastrophic incidents, however, will require the mobilization and coordination of the*

whole community. In these cases, it may be necessary to coordinate and prioritize resource requests through various agencies and organizations.

- *Community Based and Faith Based Organizations (CBOs) and private-sector organizations, e.g., local churches, civic clubs, local businesses, will respond spontaneously, outside of any organized response effort. These groups will be incorporated into the sheltering support plan. However, they may not have the infrastructure, resources and/or capacity to sustain their operations and may need support to serve their communities.*

- *EMAC will be used to fulfill staffing roles within the response structure.*

- *Regardless of instructions from public officials those impacted by the disaster will act in their own perceived best interest. They will either: a) stay in their own home; b) seek public shelter; c) leave the impacted area; or d) stay with friends or family within the impacted area.*

- *Infrastructure problems, transportation, debris, and external factors, may impede delivery of sheltering supplies and may require staging.*

- *In non-catastrophic events, there are adequate resource pipelines, commodities, and staff available to execute this plan in a timely manner. This includes state employees who may be tasked to support the response.*

- *Augmentation of mass care capabilities within a jurisdiction will require additional resources that may take multiple days to arrive.*

- *Local jurisdictions are self-sustaining for 72 to 96 hours. This includes, feeding, utilities in an austere environment, support to people with disabilities and others with access and functional needs support including their service animals.*

- *State and Federal resources will take a minimum of 72 hours to arrive and become operational.*

- *Staff and volunteers are impacted by the disaster event directly or indirectly resulting in unavailability or delayed response to help. Depending on the duration of the sheltering support programs, this may also be true in providing adequate staff for long-term/sustained activations.*

- *Prior to a disaster, the state and local emergency management will coordinate with the voluntary organizations to define the sheltering support plan in their jurisdictions.*

- *In large-scale disasters, sheltering support needs will usually exceed the resources and capability of any one agency/organization, requiring a combination of resources provided by Federal, State, and NGOs to deliver emergency mass sheltering support to affected populations. In these cases, it may be necessary to coordinate and prioritize*

resource requests and allocations through the use of a multi-agency organization like the Multi-Agency Sheltering Task Force.

- *In catastrophic disasters, support to high impacted areas will be extremely limited and/or take an abnormal amount of time to become established.*

- *There is only one major incident occurring during the execution of this plan.*

D. Situation

This section should provide a process, implemented at the beginning of any potential sheltering event, for the organizations/agencies participating in the Sheltering Task Force to perform a situation analysis to determine the scope of the sheltering need.

A major incident has occurred which requires sheltering support to individuals affected by the disaster. This event may be located within one jurisdiction or spanning multiple jurisdictions. These events will be either notice or no-notice events that will have cascading or compounding impacts that affect sheltering support operations.

The bullets below provide an outline that a jurisdiction may use as a guide for developing a situation summary and checklist for either a notice or a no-notice event. See Appendix B for additional details and a sample checklist.

- Define the scope and scale of the disaster
- Determine the demographics of the affected population that will need shelter and the number of shelters (A resource that can assist with demographic information is the Department of Labor's, Bureau of Labor Statistics)
- Determine resources required to meet the defined need
- Determine resources available from NGO's, state/territorial agency shelter supply caches or the private sector
- Identify any shortfalls

III. Concept of Operations

A. General

This section explains in broad terms the jurisdiction's intent with regard to sheltering operations through each operational phase. It provides a snapshot of how response organizations accomplish their mission.

All emergencies and disasters begin locally, and initial response actions will be conducted by local jurisdictions. In jurisdiction [insert jurisdiction name] the [insert name of lead sheltering organization] is the primary organization that delivers sheltering support in a disaster. A concerted effort is made to incorporate other ad hoc organizations providing sheltering into the shelter support plan. The sheltering support task force, outlined below,

may be used to coordinate the sheltering support operation. Local government officials coordinate directly with the shelter providers and other local community partners within their jurisdiction to provide sheltering. However, all organizations retain operational control of their assets and resources. The coordination for the local sheltering support plan is conducted at the local emergency operations center with the relevant agency liaisons.

When the combined sheltering resources of the various service providers and the impacted jurisdictions are insufficient to meet the actual or projected demand, then the MC/EA Coordinator in collaboration with the designated ESF #6 Lead will support the affected jurisdictions in meeting the identified shortfalls from within the state and, if required, the Federal government. It is recommended that a standardized process or method for allocating resources be used. One such method for determining resourcing solutions is to use the SAMPLE *Decision Tree to Process Resources Requests.*

See Appendix C for an illustration and explanation of the Decision Tree Process.

The Mass Care/Emergency Assistance group coordinates the necessary resources when the local sheltering support resources of the NGOs and impacted jurisdictions are insufficient to meet the actual or projected demand.

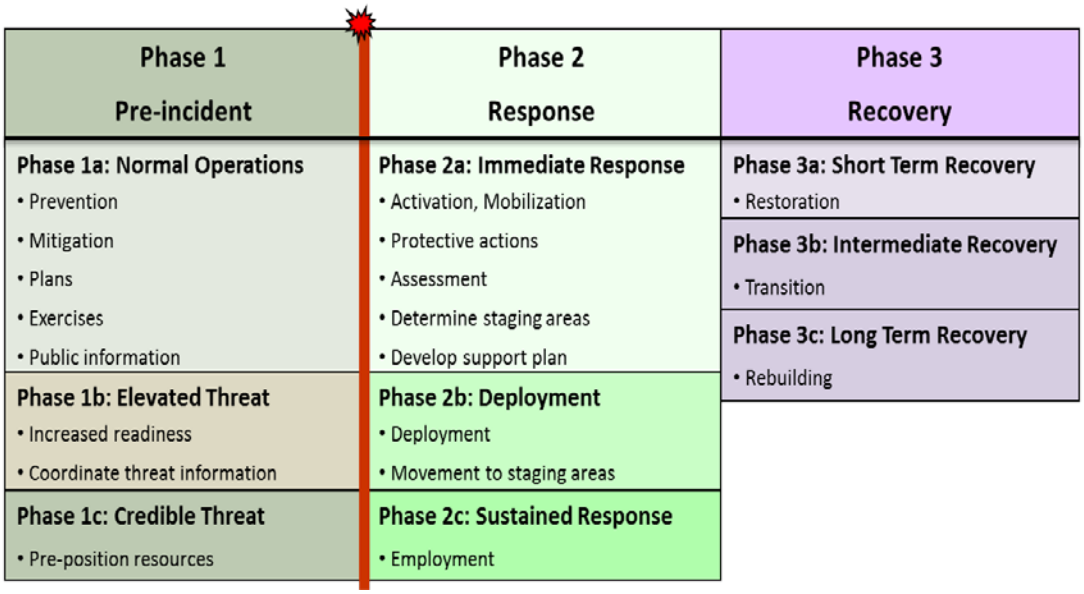
Ongoing assessments of capabilities and shortfalls are critical to an effective and efficient response. At a minimum, sheltering support assessments are conducted every operational period.

During a catastrophic event, response operations, to include sheltering, will be consistent with the four zone approach outlined in FEMA's Catastrophic Housing Annex. Once the zones have been defined, the sheltering task force implements a sheltering strategy with the most support provided in the least impacted zones and progress inward toward the heavily impacted areas as accessibility allows. This strategy is relayed to the public through the jurisdiction's External Affairs office. See Appendix D for information on the catastrophic planning approach including zone definitions, the zone approach and other important considerations. Detailed catastrophic planning will be addressed in separate document.

The end state of the jurisdiction's Mass Care/Emergency Assistance group supported sheltering operation is survivors have returned to their homes or alternate housing. Achieving this end state requires future planning as soon as shelters open.

B. Operational Phases

This section describes the operational planning phases of a disaster and how different phases of sheltering are integrated based upon the type of disaster and the specific needs of the population affected by a disaster.



Phases are used to group similar activities and aid understanding. The phases of a notice event include actions prior to the incident that increase readiness and available resources in preparation for the event. No-notice events will not include phases 1b and 1c. The sheltering phases are imbedded in the three Operational Phases.

- Phase 1c- 2a: Credible Threat, Immediate Response
  Sheltering Phase: Evacuation
  A safe, accessible and environmentally protected congregate facility utilized for durations typically not to exceed 72 hours by populations displaced by an incident or event. This phase is typically handled through local NGOs with available local resources.

- Phase 2b- 2c: Deployment, Sustained Response
  Sheltering Phase: Short Term
  A safe, accessible and environmentally protected congregate facility utilized for durations typically not to exceed two (2) weeks by populations displaced by an incident or event. Facilities usually used include schools, churches, fire halls, community buildings, etc. This phase is generally supported with state resources and capabilities. Note: In catastrophic situations it is important to plan to be self-sustaining for up to two weeks. It can take that long for outside support to get to the affected area.

- Phase 3: Recovery
  Sheltering Phase: Long Term
  A safe, accessible and environmentally protected congregate facility utilized for durations typically longer than 2 weeks by populations displaced by an incident or event. Facilities usually used include dormitories, vacant facilities that has rooms available, soft-sided structures, etc. This sheltering phase often requires Federal support and/or seeking alternative providers to manage and/or support facilities.

C. Shelter Descriptions

It's important to understand the sheltering terminology and shelter descriptions used in the field for which staff may be called upon to support and/or manage. Understanding the unique population and issues provides context for monitoring, analysis and validation of information, and support in response to requests from either the shelter providers or emergency management.

Shelter	Description
Evacuation	Facilities utilized to get people out of harm's way. These shelters often do not have all of the resources and/or services of the shelters listed below. It may be necessary to make modifications to meet accepted standards including accommodating people with disabilities and others with access and functional needs (e.g. children and older adults requiring supportive services to maintain independence and utilize the shelter).
General Population	These are facilities which shelter everyone in the community, including people with disabilities and others with access and functional needs (e.g. children and adults) requiring supportive services to maintain independence and utilize the shelter and its programs and services.
Ad Hoc	Unplanned or independent congregate facilities established, without coordination with local emergency management, by groups who historically have not participated in community disaster congregate care planning and/or who have not previously held a traditional disaster sheltering role. These shelters may provide surge capacity for large-scale disasters and as public accommodations must comply with applicable laws.
Constituent-based	Facilities operated by an organization for an identified constituency. Examples include a shelter opened by a private company for its employees and their families who are affected by an event; a shelter for people who are part of a community or who have unique social/religious/cultural characteristics. If these are public accommodations, they must comply with applicable laws.
Emergency Household Pets and Service Animals	Facilities that may be collocated with human congregate care facilities, a standalone facility, or co-habitation (people and animals in the same space) established to meet the needs of household pets. Service animals always remain with their owners, regardless of the shelter's rules regarding pets. Appendix E has information on household pet sheltering considerations.
Medical Support	Facilities that provide a defined level of acute medical care or support typically found in a hospital or acute care facility coordinated by ESF #8, Health and Medical Services, or its equivalent in a state. ESF #8 may coordinate with ESF #6 regarding support for these shelters.
Non-Conventional/Transitional Shelters	Facilities not traditionally used for congregate care activities—ships, tent shelters or temporarily constructed accommodations, mega shelters typically in large-scale venues, etc., are considered to fall under this category. These shelters may provide additional capacity for large-scale disasters and as public accommodations must comply with applicable laws.

Shelter	Description
Shelter-in-place	Generally applies when an emergency situation requires people to shelter-in-place for an extended period (such that stored supplies may be depleted and external assistance is required). Services for those sheltering in place may be provided in locations such as dwellings, places of business, public buildings, or other facilities, and are considered congregate care and as public accommodations must comply with applicable laws.

D. Sheltering Considerations

Dependent on the jurisdiction's roles and responsibilities related to sheltering, below are some considerations you may want to include in your plan when opening, consolidating and/or closing shelters.

1. General Considerations

SAMPLE:

General Considerations		
Situation	***Description***	***Source of Information***
Status of Sheltering	Shelter population is either increasing, remaining stable or declining	National Shelter System (NSS) reports shelter providers emergency management
Status of the infrastructure	Are the utilities restored and access completed to businesses and homes? Are the roads accessible?	Emergency Management, utility companies, transportation agency
Dwellings	Do a majority of the homes have operational cooking capabilities	Preliminary Damage Assessment reports Red Cross Emergency Management
Other criteria	External authorities have determined that shelter must open or close	Cognizant governmental agency

2. Considerations for Opening Shelters

SAMPLE:

Considerations for Opening Shelters
Coordinate with emergency management, the lead sheltering agency and other provider agencies on which facilities are available and which ones would be best to open
Complete pre-occupancy survey of facility with facility owner
Ensure shelters are located in a safe and secure area outside of any potential risk areas, e.g. flood plains, hazard sites
Verify the facility is appropraite for sheltering people

Opening Shelter Considerations
Assure facility meets ADA requirements and there is a plan in place to meet any identified shortfalls
Assure there are sufficient material and human resources for the expected population
Clarify roles at multi-agency shelters; confirm the availability of agencies to complete assigned roles for this specific shelter assignment.

3. Consideratons for Consolidating Shelters

SAMPLE:

Considerations for Consolidating Shelters
Collaborate with State and local emergency management and NGOs to verify that the sheltering needs of the community have been met and the receiving shelter is within the geographic area where most of the impacted individuals reside, convenient to transportation hubs or have a transportation plan to assist the survivors, including survivors who requere accessible transportation
Post notices a minimum of 48 hours prior to the closing of shelters; 72 hours is optimal. Remember that notices need to be accessible to all sheter residents and need to be provided in multiple languages, large print, braille, etc. , depending on the needs of residents.
Make public notifications through media and other resources with the best lead time possible; optimal lead time is 72 hours in advance of site consolidation or closing (48 hours at a minimum). Notifications must be equally accessible to people with disabilities and others who will need access to this information to take action.
Notify the suppliers and support vendors of pending closure to prepare for pick-up of equipment and termination of services (e.g. trash, sanitation services).
Consolidation of shelters may be necessary for a variety of reasons including: diminishing shelter populations; necessity of returning a shelter facility to its original use; ad hoc shelter management fatigue; to enhance provision of human services and logistical support

4. Considerations for Transition to Alternate Sheltering and Housing Solutions

   See Appendix F for further detail.

SAMPLE:

Considerations for Transition to Alternate Sheltering and Housing Solutions
Collaborate and coordinate with shelter residents who need assistance in finding alternate safe, accessible, affordable and secure housing for themselves and their families in order that shelters can close
Identify barriers to the recovery process for the shelter resident
Identify resources and programs that can be provided to shelter residents in an effort to assist them with their recovery.
Ensure the shelter transition team is integrated with Federal, local, state, NGO and private sector partners.

5. Closing Shelter Considerations

In some instances, “independent/ad hoc” disaster sheltering operations do not fully understand the processes that should be considered when closing a mission.

SAMPLE:

Closing Shelter Considerations
Ensure that all of the remaining shelter residents have met with case management staff and have a housing plan.
Ensure that all equipment, materials and supplies are accounted for and returned, and that the site and equipment are returned to a ready-state for future deployment or use.
Ensure that all remaining supplies and equipment are loaded onto appropriate trailers with an inventory list included.
Ensure that the grounds and any buildings that were used have been properly checked and that all trash has been removed and discarded in the appropriate manner.
Schedule a time and date with the facility owner for a walk-through to release facilities.
Ensure that arrangements have been made for a pick-up and return of trailers and leased equipment (forklifts, pallet trucks, dumpsters, ramps, portable showers and toilets, etc.). Make sure that this is not done until all trailers are loaded and ready for pick-up.
Make arrangements for the repair of any damaged areas of the shelter facility and/or equipment

IV. Organization and Assignment of Responsibilities

This section should establish the organizational structure that will respond to the disaster. This section (A, B, C and D) needs to be completed by the jurisdictions as each jurisdiction may have different protocols. The information listed below each of the sections is guidance to assist you in identifying what needs to be included.

A. General

Insert your organizational chart that shows the relationship between the ESF #6 Lead, the Mass Care Coordinator and the Mass Care/Emergency Assistance Task Forces.

B. Role of State Mass Care Coordinator

The State Mass Care Coordinator is a NIMS typed position and the link to the position can be found in Appendix E, National Incident Management System (NIMS) Typing for Mass Care Sheltering. Describe the role of the State Mass Care Coordinator within your jurisdiction. Identify if it is one of support or does the state have a role in either directing or managing shelters.

The State Mass Care/Emergency Assistance Coordinator, working with ESF #6, focuses on planning and coordinating sheltering support operations including emerging or contingent situations from the current operational period to 48-96 hours ahead.

C. Role of Local Mass Care Coordinator

Describe the role of the designated Mass Care Coordinator within your jurisdiction.

D. Multi-Agency Sheltering/Sheltering Support Task Force (MASTF)

The Mass Care Coordinator activates the MASTF if one or more of the following conditions exist:

- *The sheltering need surpasses the current or projected capability*
- *Situational complexities exist necessitating a multi-agency task force*
- *A request for activation from the state, local government, and/or a sheltering support partner*
- *By mutual agreement of the stakeholders of the Sheltering Plan*

See Appendix G, Sheltering Task Force (STF) Guidance for additional information on establishing a sheltering task force.

E. Mass Care/Emergency Assistance Task Forces and Coordination Considerations

Below is a listing of the task forces that may be activated during a disaster. It is important to understand how each task force is interdependent and the need to coordinate with each other and to meet the needs of individuals affected by the disaster. This does not preclude the need to activate other specialized task forces dependent on the event. And, if a particular task force is not activated, there still needs to be either a liaison or reach back capability with subject matter expertise to assist in addressing any identified issues and/or shortfalls.

It is critical to understand the roles of each task force in order to facilitate coordination and communication with the activated task forces to prevent duplication of work and sharing of information that may result in positive outcomes.

Task Force	Role
Sheltering Support	*Support the MC/EA Coordinator through the operational and future planning tasks identified by the jurisdiction for the sheltering requirements within the affected areas*
Feeding Support	*Support the MC/EA Coordinator through the operational and future planning tasks identified by the jurisdiction for the feeding requirements within the affected areas*

Task Force	Role
People with Disabilities and Others with Access and Functional Needs	*Identify support that people may require to maintain health, safety and independence during congregate activities, including sheltering, feeding, distribution of emergency supplies, and mass evacuee support. Identify resources (e.g., equipment, services, staff, etc.) that people may require to address their access and functional needs.* *Consider rather than a separate Task Force, embedding a SME on each Task Force and coordinating with cognizant state and local agencies and ask that they participate on each of the activated Task Forces. Or, if indicated activate a Task Force*
Distribution of Emergency Supplies	*Identify and procure critical emergency supplies and the means to distribute them. Emergency supplies are listed in four categories: life sustaining, comfort, clean-up and other essential supplies*
Reunification Services Support	*Provide systems and mechanisms to allow people that are separated to contact one another. Facilitate the reunification of children with parents or guardians and household pets with their owners.*
Household Pets and Service Animals Support	*Identify and coordinate whole community support to meet the needs of people with animals with household pets and service animals). Such support would address evacuation, rescue, congregate care activities (including sheltering, feeding, and distribution of emergency supplies) and veterinary care.* *Consider rather than a separate Task Force, embedding a SME on each Task Force and coordinating with cognizant state and local agencies and ask that they participate on each of the activated Task Forces. Or, if indicated activate a Task Force*
Mass Evacuee Support	*Provide congregate care support to evacuees; and facilitate the exchange of information, including the registration and tracking of evacuees*

F. Sheltering/Sheltering Support End States, Tasks and Responsibilities by Phase

Phases are used to group similar activities and aid understanding. The phases of a notice event include actions prior to the incident that increase readiness and available resources in preparation for the event. No-notice events will not include phases 1b and 1c.
The table below is a sample of the Operational Priorities, objectives and tasks for shelter operations. Includes within the table is future planning tasks that will be the focus for the MASTF.

Operational Phase, End State, Task, Primary and Supporting Agencies
MC/EA Sheltering

Phase 1: Pre-Incident – 1a (Normal Operations) 1b (Elevated Threat and 1c (Credible Threat)

Phase 1a: Normal Operations			
End State	**Task**	**Primary Agency**	**Supporting Agency**
Personnel have been trained, Sheltering Plans have been developed and reviewed, commodities have been procured and inventoried	Conduct multi-agency response and recovery planning that includes risk reduction and mitigation elements		
	Sheltering plan development in coordination with whole community partners		
	Plans include considerations and resources for individuals with disabilities and others with access and functional needs, e.g. children, owners and their pets, and interaction with ESF #8 on medically necessary dietary issues		
	Determine existing logistics and resource capabilities • Determine sheltering requirement and capability goal from state THIRA • Determine logistics and resource requirements to meet the identified capability • Identify shelters outside of harm's way for multiple disaster scenarios • Identify shortfalls based on known capabilities and shelter requirements and a plan to address those shortfalls		
	Increase sheltering capacity and capability (including a process to rapidly identify and survey spontaneous shelter sites during activations)		
	Ensure there are sufficient material and human resources to meet the requirements identified in the sheltering plans (including resource requests for staff, supplies and equipment to be sourced through external sources)		
	Increase and establish agreements with various facilities and vendors that support sheltering activities		
	Exercise plan and provide training		
	Update sheltering plan and facility and vendor agreements on an annual basis or after a disaster response based on the lessons learned		
Phase 1b: Elevated Threat			
Plans have been updated and revised based	Alert USDA State Distributing Agent and identify USDA school food inventories		
	Assess, in coordination with shelter operators, the		

on the current situation. Stakeholders have been incorporated into the planning efforts	sheltering requirements and shortfalls		
	Assess, in coordination with the ESF responsible for animal support, the household pet sheltering requirements and shortfalls		
	Determine mass care partners' sheltering capability		
	Initiate regularly scheduled communication with shelter operators		
	Identify any support requirements needed for individuals with disabilities and others with access and functional needs		
	Review the sheltering plan's checklist and consider actions for shortfalls		
Phase 1c: Credible Threat (Notice Event)			
Identify anticipated sheltering support needs and resource requirements, in coordination with the whole community	Activate MASTF, if needed		
	Place on standby and/or open, resource and staff evacuation shelters		
	Immediately assess, in coordination with shelter operators, the potential shelter capacity requirements and shortfalls • Estimate evacuation shelter population and subsequent short term shelter population • Identify shelter resource requirements and shortfalls for estimated shelter populations, • Identify shelter resources to support people with disabilities and others with access and functional needs in general population shelters		
	Establish daily ESF #6 coordination meetings (e.g., conference calls, webinars, online chat)		
	Public Messaging • Coordinate with ESF 15 to refine or develop disaster specific shelter information messages • Develop talking points and disseminate to MASTF members and shelter operators		

Operational Phase, End State, Task, Primary and Supporting Agencies
MC/EA Sheltering

Phase 2: Response – 2a: Immediate Response; 2b: Deployment; 2c: Sustained Response

Phase 2a: Immediate Response (No Notice Event)			
End State	**Task**	**Primary Agency**	**Supporting Agency**
Based on preliminary situational reports, partners have been alerted and material resources have been identified to support the sheltering requirements, in close coordination with whole community partners	Activate MASTF, if needed		
	Open General Population shelters and staff (provisions are in place for household pets shelters, if not collocated and already included in plan)		
	Establish daily ESF #6 coordination meetings (e.g., conference calls, webinars, online chat)		
	Immediately assess, in coordination with shelter operators , the potential shelter requirements and shortfalls • Estimate evacuation shelter population and subsequent short term shelter population • Identify shelter resource requirements and shortfalls for estimated shelter populations • Identify shelter resources to support people with disabilities and others with access and functional needs in general population shelters • Identify and report on spontaneous shelter locations		
	Public Messaging • Coordinate with ESF 15 to refine or develop disaster specific shelter information messages • Develop talking points and disseminate to MASTF members and shelter operators		
	Establish reporting procedures (both data collection from MC/EA providers and the operational tempo or reporting required to the Operations Section of other entity for SA)		
2b: Deployment			
Sheltering requirements are analyzed, prioritized and deployed to support the affected area	Mass Care Coordinator: Coordinate daily with shelter operators: • Establish priorities for shelter support and/or operations within 72 hours • Provide Guidance to shelter operators as requested • Share disaster specific situational awareness information with shelter operators • Request additional shelter resources to meet actual or projected staff and commodity shortfalls (e.g. EMAC, ESF #6)		

	• Respond to resource requests from shelter operators Establish expectations for reporting shelter sites and populations including service animals and household pet shelters • Estimate household pet and service animal resource requirements for shelter residents • Obtain household pet and service animal resources for shelters required to meet actual or projected shortfalls • Determine need for Shelter Support and Shelter Transition Teams		
	Mass Care Coordinator: Future Planning Tasks: • Continue to monitor and assess shelter populations and resource requirements, e.g. shelter expansion and/or consolidation and closing • Identify barriers to populations which may cause delayed transitions out of shelters		
	MASTF Operational Tasks • Activate/continue the task force as specified in the multi-agency sheltering plan • Coordinate sheltering activities with Mass Care Coordinator or designee • Convene the MASTF in accordance with procedures outlined in the plan • Refine, if needed, shelter reporting procedures		
	MASTF Future Planning Tasks • Based on the disaster incident, determine if any Subject Matter Expertise (SME) support is needed on the MASTF • Establish communication procedures between activated task forces • Prepare for the MC/EA Conference call • Develop planning courses of action for 3, 5, 7 days out that will outline staffing and material resource requirements • Develop a plan for the reunification of displaced individuals and household pets with their owners		
	2c: Sustained Response		
Life sustaining services have been provided in close coordination with whole	Support transition of general population shelter residents to alternate housing options • Develop strategy for transitioning residents out of congregate shelters • Estimate resources required to support transition of residents out of shelters		

community partners	• Obtain resources required to support transition of shelter residents		
	Mass Care Coordinator and MASTF Future Planning Tasks: • Identify barriers that may impede the closing of shelters such as the homeless population, lack of funds, availability of affordable accessible housing, adequate temporary housing options for pets, etc. • Identify local agencies and organizations that can support alternate housing planning efforts		

Operational Phase, End State, Task, Primary and Supporting Agencies
MC/EA Sheltering

Phase 3: Recovery

Phase 3a: Short Term Recovery			
End State	**Task**	**Primary Agency**	**Supporting Agency**
Plans are developed to transition congregate sheltering to non-congregate sheltering	Coordinate with the Housing Task Force or other group established to address housing options		
	Consider alternate transportation (including accessible transportation) and other support requirements for alternate housing considerations		
	Brief long term recovery staff on the status of sheltering/housing programs		
	Conduct a sheltering after action review		
	Demobilize the sheltering task force		

V. Sheltering Support Organizations and Resources

Sheltering support organizations and resources vary throughout the state. The type of disaster, operational phase and availability impacts organizations involved and resources used. Below are broad categories and descriptions of a selection, but not an exhaustive list, of sheltering support organizations and resources.

A. Sheltering Support Organizations

List the organizations/agencies that participate in disaster response and the sheltering services they provide. Some, but not all of these will be STF members. Include government, voluntary and private sector organizations/agencies. Listing these organizations/agencies will support eligibility for Public Assistance requests for reimbursement.

This chart identifies general capabilities of various community resources. These resources may assist a jurisdiction in identifying specific organizations/agencies that can meet the resource requirements. In your jurisdiction, replace these generalities with specific agencies and their specific role.

Sheltering Resources	Description
Local efforts	Community Based Organizations (CBOs), such as local churches and civic clubs, disability services and advocacy organizations, Community Emergency Response Team (CERT) and local businesses are often the first responders, respond spontaneously and often do not have the necessary assets to meet sheltering requirements
Local Government	May be able to assist with human and material resources
Local lending closets and assistive technology reuse programs	Provide, on a loan basis, or reconditioned durable medical equipment and assistive devices
Local public and private services	Home care, transportation, pharmacies, DME, respite care, case management, housing, O2 delivery, etc.
Private sector	Able to assist with many human and material resources, a lead may be the local chamber of commerce, Pet Smart
Voluntary Organizations	State VOADs and Community Organizations Active in Disaster (COAD)s
Trade associations	Real Estate, restaurant associations, grocery associations
Academia	Universities: Interpreters, compilation of data, schools for the deaf, blind, dorm space, etc.
ASPCA, NARSC, Humane Society	Household Pet support

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Sheltering Resources	Description
EMAC	The Emergency Assistance Compact is the most utilized mutual aid agreement in the nation. EMAC acts as a complement to the national disaster response system, providing timely and cost-effective assistance to disaster impacted states, which are the requesting states.
Individual Assistance-Technical Assistance Contract (IA-TAC)	FEMA resource to assist with sheltering requirements if needed. There is a state cost share for IA-TAC

B. Shelter Resource Support Teams

This section should describe procedures for operation of shelter resource support teams, as requested.

In disaster operations requiring multiple shelter locations, Rapid Shelter Resource Support Teams may be needed to provide a "snapshot" of the shelter environment and to identify the resources needed to ensure that the needs of all shelter residents are met. These teams can assist in identifying resident populations with specific needs such as children, older adults, people with disabilities and other access and functional needs, those with chronic medical needs, and those with household pets and/or service animals.

Areas to review include, but are not limited to the following; The Rapid Shelter Support Checklist is a resource to use in capturing the data, located in Appendix H

Category	Description
General Information	Shelter location, POC name, contact information, how long facility is available, etc.
Resident Information	Shelter Registration Process, number of residents, shelter demographics, people with disabilities, chronic medical needs and others with access and functional needs, number of children, etc.
Services Available	Power, shelter climate (cooling/heating), cleanliness, internet and telephone access, FEMA registration, PAS, interpreters and translators, respite care for people providing care and assistance to older adults, people with disabilities and children, etc. Service animal accommodations
Security	Physical security, arrests, violent events, disturbances, etc.
Mass Care Supplies	Water, food, comfort kits, baby formula and diapers, blankets, pillows, etc.
Disability and Access and Functional Needs Support	Durable Medical Equipment (DME), Consumable Medical Supplies (CMS), Personal Assistance Services (PAS), accessible cots, assistive devices etc.
Animals	Household pet considerations and accommodation
Facility Areas	Private area, feeding capability, recreation area, area for services, Sanitary facilities,

C. Human and Material Resource Management

This section should outline available State/local/NGO human and material resources.

Human and material resource management includes the identification and sourcing of qualified individuals, commodities/consumables (e.g., food/paper plates) and non-expendable support requirements (e.g., forklifts). Presently, FEMA National Incident Management System (NIMS) Resource Typing for a Field Kitchen Manager and a Field Kitchen Unit are published as "interim guidance" in the Resource Typing Library Tool (RTLT). The RTLT is an online catalogue of national resource typing definitions and job titles/position qualifications. Additional information and examples of NIMS Resource Typing for Feeding can be found in Appendix I.

D. Sheltering Resource Documents

Sheltering Document	Link
Shelter Guidance Aid and Shelter Staffing Matrix, October 2010	Shelter Staff Aid and Shelter Staffing Matrix
Mega Shelter Planning Guide, October 2010	Mega-Shelter Planning Guide
Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters, November 2010	Integration of Functional Needs Support Services in General Population Shelters
ADA Checklist for Emergency Shelters, July 26, 2007	ADA Checklist of Emergency Shelters
Red Cross Shelter Facility Survey	Under revision
Non-Traditional Shelter Concept of Operations Template	This Concept of Operations template is intended to help local government officials and their response support organizations establish procedures for providing services in Non-Traditional Shelters to persons affected by a large-scale or catastrophic incident/ event or precautionary evacuation. Click here National Mass Care Strategy, select Resource Center, click Sheltering Resource, then on Non-Traditional Shelter Concept of Operations Template.
Commonly Used Sheltering Items & Services Listing (CUSI-SL) Catalog, March 2013	The catalog is posted on the National Mass Care Strategy web site under the tab resources. Click here National Mass Care Strategy, select Resource Center, click on Sheltering Resources, then click Commonly Used Sheltering Items & Service Listing.

Sheltering Document	Link
Comprehensive Preparedness Guide (CPG) 101, Version 2.0, November 2010	CPG 101, Developing and Maintaining Emergency Operations Plans is found here CPG 101 version 2.0. See pages 4-18 to 26 and C-17 to C-20 for sheltering checklists
American Red Cross and FEMA National Shelter Systems	The American Red Cross NSS system only trackes shelter data The FEMA NSS is used to identify, track, analyze and report shelter, feeding, household pet shelters and other related data.
American Red Cross Safe and Well system	Register or Search the Safe and Well Listings
Shelter Field Guide Training	One day course on shelter management along with a job aid for the critical shelter positions. Available through FEMA MC/EA and/or American Red Cross

VI. Information Collection, Analysis and Dissemination

This section should describe the communication protocols and coordination procedures used during disaster sheltering operations. Include procedures for collecting data from sheltering providers, a standardized tracking and reporting system (e.g., the National Shelter System), and public information messaging.

A. Information Management

The State EOC establishes the daily operational schedule of briefings, meetings and conference calls to ensure a coordinated approach by the agencies in meeting the human and material needs of the disaster. In order to obtain and provide relevant and valuable information on a daily basis, the sheltering task force, if activated, will communicate a core set of information to the Mass Care Coordinator. The Mass Care Coordinator or designee will detail the type of information they require and frequency of reporting; they will also share relevant information with the sheltering providers to maintain accurate and up-to-date situational awareness.

There currently are no nation-wide standard report formats for reporting shelter data. Jurisdictions may have their own format and it is recommended that the format be put in the sheltering plan. If not, see Appendix J for information to consider for inclusion in a report. Shelter data is critical to assisting in planning for the types of services and programs needed to be implemented to support the disaster survivors. Therefore, it is important to remember to include all shelter service provider data in one report. It is recommended that reports be completed twice per day, based upon 12:00 pm and 12:00 am counts being released at 1:00 pm that reflects the number of people who need feeding assistance and 1:00 am that provides actual overnight population.

B. National Shelter System

The National Shelter System (NSS) is a web-based database that supports shelter management. It serves as both a preparedness and operational tool. The database is an excellent tool to collect comprehensive information on each available shelter and also produces many custom reports that support ESF #6 reporting requirements. There are

two NSS databases: Red Cross and FEMA. The two systems communicate with each other as well as with other state based systems such as Web EOC. The Red Cross NSS links sheltering information to its web site where one can find where the shelters are located. The FEMA NSS can report information on the other mass care/emergency assistance activities beyond sheltering, e.g. household pet shelters, feeding sites, points of distribution.

C. Public Messaging

Public messaging must include information about availability of services for all survivors including people with disabilities and others with access and functional needs and must be available in formats accessible to the whole community.

- Shelters that meet the ADA physical, program and effective communication accessibility requirements
- Shelter locations and/or where to find the information
- Shelter openings, consolidations, closing

VII. Administration and Finance

This section should include the authorities the STF has to obtain resources, general policies on keeping financial records, reporting, tracking resource needs, tracking the source and use of resources, and acquiring ownership of resources. Policies should follow governmental protocols in the event that a disaster escalates.

Each agency, organization and local government is responsible for developing procedures, providing training and implementing procedures for continuous documentation of disaster related response and damage costs. Event costs should be clearly documented and linked to missions and tasks assigned by the State coordinating Officer through the State EOC's numbered tracking system.

Refer to FEMA Recovery Policy 9525.2 for information on calculating the value of donated resources, to receive credit toward the non-Federal share of grant costs under the Public Assistance program.

VIII. Plan Development and Maintenance, Training and Exercise

The section should include plan development and maintenance to ensure that the Sheltering Plan is periodically reviewed and updated. Additionally, include procedures for training of personnel and exercising of the plan.

A. Plan Development and Maintenance
B. Training
C. Exercises

IX. Authorities and References

This section should include applicable Federal, State, Tribal and local authorities and references.

A. Authorities

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) (Public Law 100-707)
Department of Justice, American Disabilities Act, as amended
Architectural Barriers Act (ABA) of 1968
Communications Act of 1934, as amended
Fair Housing Act of 1968, as amended
Rehabilitation Act of 1973, as amended
Civil Rights Act
State and Local authorities

B. References

Memorandums of Understanding (MOUs)
Memorandums of Agreement (MOAs)
Emergency Management Assistance Compact (EMAC)
State and Local Policies
Accommodating Individuals With Disabilities in the Provision of Disaster Mass Care, Housing, & Human Services – click here for FEMA Reference Guide
FEMA Public Assistance Disaster Assistance Policies related to Sheltering and Household Pet, Link to Disaster Assistance Policies: (*Listing of FEMA 9500 Series of Policy Publications)*

DAP9523.15, Eligible Costs Related to Evacuations and Sheltering, April 9, 2007
DAP 9523.18, Host-State Evacuation and Sheltering Reimbursement, July 23, 2010
DAP 9523.19, Eligible Costs related to pet Evacuations and Sheltering, October 24, 2007
DAP 9523.20, Purchases and Distribution of Ice , August 26, 2009
DAP 9525.2, Donated Resources, February 2014

NOTE: Given the scope and magnitude of a catastrophic incident, waivers, exceptions, and exemptions to policy, regulations, and laws may be available in order to save and sustain life, and to protect property and the environment. However, any such waivers, exceptions, and exemptions must be consistent with laws that preserve human and civil rights and protect individuals with disabilities and others with access and functional needs. (NRF)

Appendix A: Accessibility Requirements for Sheltering

Under the Americans with Disabilities Act, people with disabilities receive services, including emergency services in the most integrated setting. The "most integrated setting" is defined as "a setting that enables individuals with disabilities to interact with non-disabled persons to the fullest extent possible." Integrated settings are those that provide individuals with disabilities opportunities to live, work, and receive services in the greater community, like individuals without disabilities. Integrated settings are located in mainstream society; offer access to community activities and opportunities at times, frequencies and with persons of an individual's choosing; afford individuals choice in their daily life activities; and, provide individuals with disabilities the opportunity to interact with non-disabled persons to the fullest extent possible.

Successful shelter planning addresses the physical, program and effective communication accessibility requirements of individuals with disabilities, and also meets the access and functional needs of many other disaster survivors in need of shelter.

<table>
<tr><th colspan="2">Integrated Physical Accessibility Layout Considerations</th></tr>
<tr><td>Entrances
Permanent or Temporary Ramps
Bathing Facilities (Showers)
Toilets
Hygiene Stations
Drinking Fountains
Back-up power supply
Appropriate electrical outlets
Privacy screens</td><td>Sleeping Space not segregated but strategically placed
Dining Area
Designated area for religious worship
Health Care Area
Recreation Area
Service Animal relief and exercise area
Household pet exercise area (optional)</td></tr>
<tr><th colspan="2">Program Accessibility Considerations</th></tr>
<tr><td>Child Care
Personal Assistance Services (PAS)
Interpreters
Transportation
First Aid
Household pets</td><td>Computer capability
Wi-Fi
TTY telephone capability
Video Relay Interpreting (VRI)
Large Print Boards
Print and video information in alternate formats</td></tr>
<tr><th colspan="2">Logistical Supplies</th></tr>
<tr><td>Consumable Medical Supplies (CMS)
Medications
Catheters
Wound Dressing Supplies
Incontinence Supplies
Oxygen
Feeding Tube Supplies</td><td>Durable Medical Equipment (DME)
Portable Ramp
Shower chair
Raised toilet seats
Crutches
Folding White Canes
Regular and quad Canes
Oxygen Tanks
Power wheelchair/Assistive device</td></tr>
</table>

	battery chargers • Bariatric equipment
Mobility Aids • Small, average and extra-large wheelchairs • Scooters • Lifts • Transfer boards • Universal accessibility cots • Walkers	**Other Supplies** • Infant/Toddler requirements (formula, baby food, cribs, diapers, etc.) • Supplies to meet the needs of people with allergies and chemical sensitivities • Recreational Supplies (toys, books, magazines, TV with closed captioning capability, Basketballs, etc.)
Feeding	
• Hydration (water, milk, coffee, etc.) • Snacks • Hot Meals • Reduced Sodium low-fat, sugar, dairy, gluten free meals	• Special Dietary requests including culturally sensitive meals (diabetic, reduced sodium) • Household Pet and Service Animal Food • Health Dept. Certified Kitchens • Flexible schedules to accommodate dietary needs
Transportation	
• Para Transit Buses • Para Transit Vans	• Vehicles that are lift-equipped and/or ramped with wheelchair tie-downs • Vehicles with brackets to secure oxygen cylinders

Appendix B: Situation Summary

A critical part of the planning process is to determine the scale of the disaster, which becomes the basis for the situation summary in determining the risks and impact of the event. The initial analysis or estimate of human and material resources required for an effective mass care response is based on four factors:

- Information from multiple sources (historical data, news reports, agency updates)
- Event intensity (level of destruction in the impacted area)
- Geography of the event (which jurisdictions are affected)
- Affected population (demographic data as well as the number of people affected)

The initial analysis should be completed within 12 hours of a no-notice event or not later than 24 hours prior to a notice event and updated on a regular basis as new information is received or the situation changes. When the initial situation summary is completed, it should provide answers to the following questions:

- *What is the scale of the disaster?* Defining the scale assists in determining the needed mass care resource requirements. In addition to identifying the affected land area (jurisdictions), it is necessary to determine the intensity, population affected and the demographics of the event. The intensity of an event is a measure of the magnitude, duration and type of event. The intensity level is normally highest in a core impact geographical area with decreasing intensity levels radiating from this core locale. Based on intensity levels, it is possible to estimate the population affected by the event (see Table B-1 below).
- *What MC/EA resources are required for the identified scale of the disaster?* Based on the data resulting from defining the scale of the event, estimate the number of shelters and other resources required to meet the necessary level of support (see Table B-2 and Figures 5-1.). Once these estimates are developed by the mass care planners they are adopted (with modifications, if necessary) on the Mass Care Conference Call involving the providers involved with the disaster response.
- *Can the voluntary organizations provide the required level of resources?* The resource status provided by the voluntary organizations shows available resources on hand and the estimated amount of resources from outside the disaster area en route or on call. With this information the mass care planner can determine if the voluntary organizations have the capability to meet the requirements identified above.
- *Are state and federal resources required to augment the resources of the voluntary organizations involved with the response?* If the required level of mass care resources exceeds the capabilities of the voluntary organizations, the Mass Care Coordinator takes the appropriate actions to alleviate the shortfalls through state or federal channels.

Table. B-1. Estimating Disaster Impact for use in forecasting mass care resources	
Intensity Level	**Factors**
High	• Percentage of damaged buildings, both infrastructure (public buildings) and residential damage (major damage or destroyed) • Up to 80% or more of customers without power • Up to 50% or more of potable community public water systems inoperable • Wastewater collection system is NOT providing wastewater treatment in accordance with permit conditions and regulations.
Medium	• Percentage of damaged buildings, both infrastructure (public buildings) and residential damage (major damage or destroyed) • Up to 50% or more of customers without power • Up to 30% or more of potable community public water systems inoperable • Wastewater collection system is properly conveying and providing wastewater treatment, but at a compromised capacity.
Low	• Percentage of damaged buildings, both infrastructure (public buildings) and residential damage (major damage or destroyed) • Up to 20% or more of customers without power • More than 10% or more of potable community public water systems inoperable • Wastewater collection system is properly conveying and providing wastewater treatment with limited disruptions.

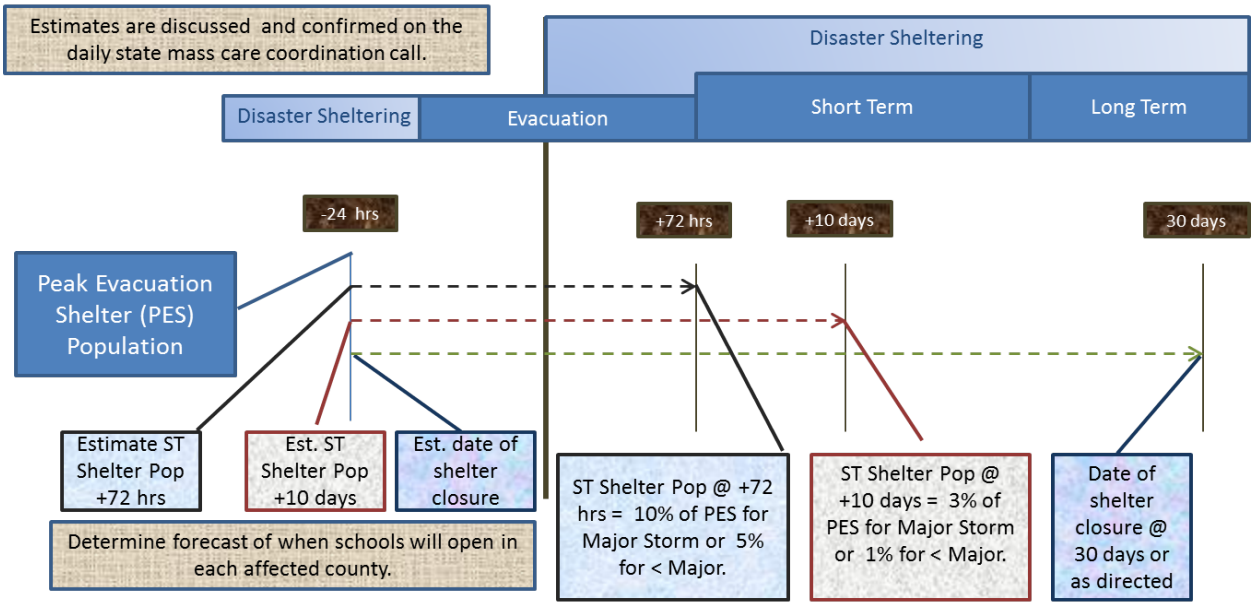
NOTE: *Some tools/examples of ways to gauge event impact are: Safford-Simpson scale for hurricanes, number of feet above flood stage (for floods), Mercali Intensity Level for earthquake, Fujita Scale for tornados or any new measurable standard developed for the consequence of the event, e.g. the Weather Channel's TOR:CON tornado and winter storm risk scale.*

Estimating Sheltering Requirements

Table B-2 provides one means to estimate sheltering requirements. These planning factors were derived from historical records for hurricane sheltering. They should be used for earthquakes or other high impact events only if local plans do not provide historical data for shelter requirement estimates based on the most recurring disaster events. The diagram in Figure 5.1 is another way of depicting this information.

Table B-2. Estimating Sheltering Requirements		
Time of forecast	**Estimate/Forecast**	**Procedure**
24 hours prior for a notice event or within 12 hours after for a no-notice event.	Peak Evacuation Shelter (PES) Population	Derived from hurricane evacuation studies or other planning document.
	Estimate +72 hours short-term shelter population	For a major storm or high impact event, estimate 10% of the PES population. For less than a major storm high intensity event, estimate 5% of the PES population.
	Estimate +10 days short-term shelter population	For a major storm or high impact event, estimate 3% of the PES population. For less than a major storm high intensity event, estimate 1% of the PES population.
	Estimate date shelters will close	Estimate 30 days from start of event and adjust as required.

Figure 5-1. Forecasting Mass Care sheltering requirements



The Mass Care Analysis – is a written, multiagency product that includes all of the mass care activities, though this Appendix focuses on sheltering, and is designed to answer the following questions:

- What is the current mass care situation?
- What are the future planning considerations?
- Are we meeting the needs of the individuals affected by the disaster?
- Are we providing the right services in a timely manner?
- Can mass care operational priorities be met within established timeframes?
- Are more mass care resources required? If so, what kind, type and quantity are needed?

The mass care analysis would normally be prepared by members of the Mass Care Task Forces activated for a large response. The timing and distribution of the data would be determined by the Mass Care Coordinator in consultation with the other stakeholders.

Situation Analysis Checklist

The checklist below is a tool that may be used to define the situation and support the development of a Common Operating Picture (COP).

SAMPLE

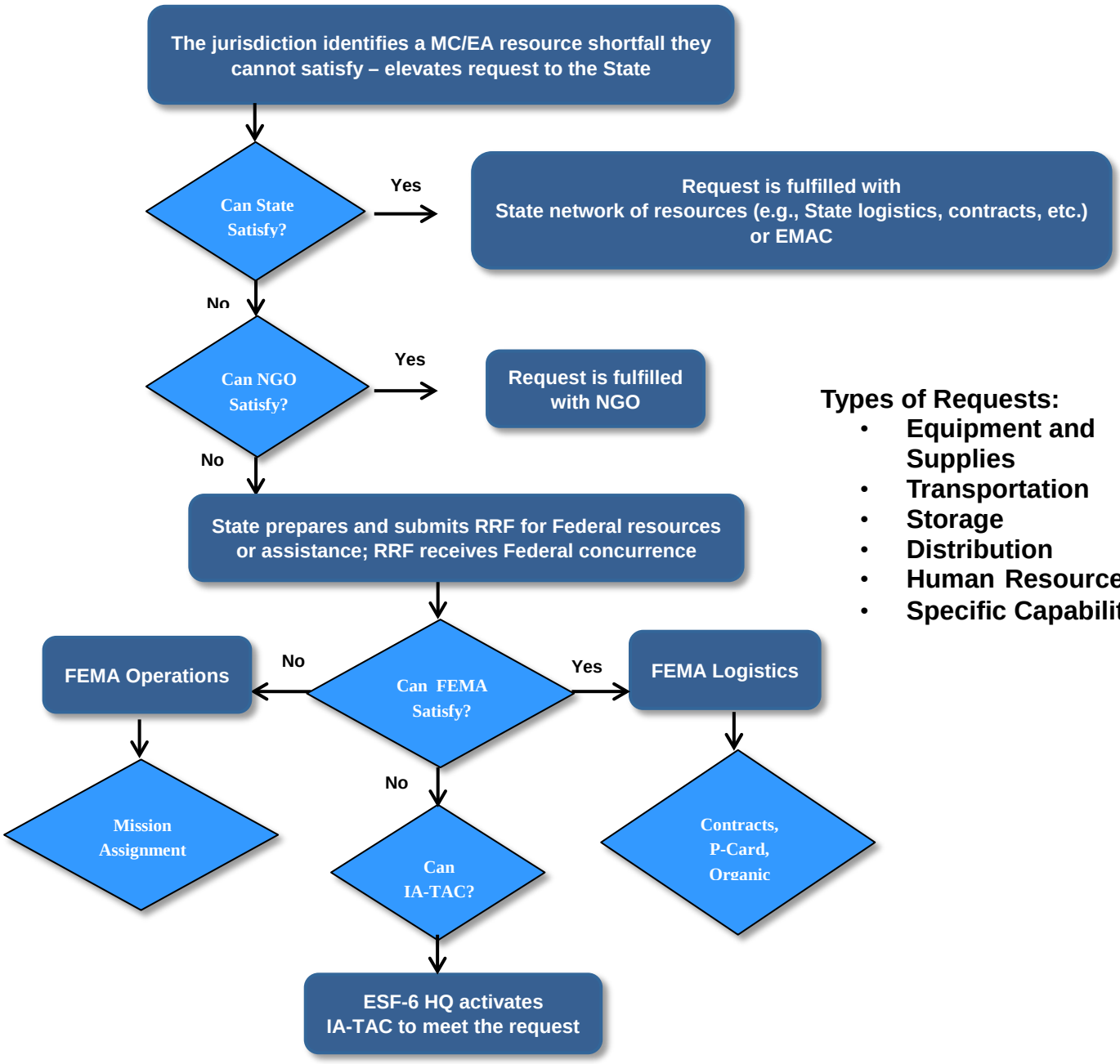
✓	Situation Considerations	Comments
	Define the scope of the disaster based upon intensity, geography and affected population	
	Define demographics of impacted area (use census information, local data). It may be helpful to map these	

✓	Situation Considerations	Comments
	(overlay map with these areas) at intervals as the event progresses (expansion and contraction) ▪ *Population (identify vulnerable populations that have been affected) e.g. low income, low/non English proficiency, known cultural community, elderly, minors* ▪ *Identify areas with high concentration of people, e.g. high rise community, college campus, seasonal events, stadiums, amusement parks*	
	Identify the impact of the incident on people, dwellings and/or infrastructure within affected communities	
	Identify support requirements to meet the access and functional needs of people with or without disabilities	
	Determine duration of sheltering support needed based upon the impact of the incident on people, dwellings and/or infrastructure within the affected community.	
	Quantify the percentage of the power grid offline and estimate the duration of the outage.	
	Determine the number of household pet shelters needed and where they should be located	
	Determine the status of communication capabilities, such as cell towers, internet capabilities, land lines, radio and television	
	Determine the status of potable and non-potable water treatment and distribution systems.	
	Determine the status of sewage treatment plants.	
	Determine the status of commercial fuel services, e.g., gas stations.	
	Determine length of time shelter facilities will be available for use	
	Determine reporting requirements including timeframes and distribution	
	Determine the status of public transportation, including accessible public transportation	
	Determine the status of medical and non-medical community services including accessibility	
	Determine the status of schools and child care facilities, including accessibility	

Appendix C: Decision Tree to Process Resource Requests

The decision tree process illustrates a sequential process used to determine how to fulfill requests for resources. A narrative description follows the flow chart below.

SAMPLE:



Types of Requests:

- **Equipment and Supplies**
- **Transportation**
- **Storage**
- **Distribution**
- **Human Resources**
- **Specific Capabilities**

The Decision Tree Process can be used by Mass Care/Emergency Assistance (MC/EA) practitioners at any level to examine options to acquire, store, transport, and distribute supplies. It can also be used as a means to obtain human resources. A request may be satisfied with an individual or a combination of local, State, non-governmental organization (NGO), and Federal resources. For example, the State resources may be used to acquire cleaning kits, and local or NGO resources used to distribute them (e.g., at Points of Distribution – PODs).

- Once a need is identified by a local or county level jurisdiction, and a determination is made it cannot be met at that level, the staff should ask the following questions:

  Can the State satisfy the acquisition request? Can the State satisfy a part of the request (e.g., storage, transportation, or distribution)? Before other resources are used, the State evaluates its own resources (e.g., State agencies, logistics, contracts, etc.) and those of local NGOs in the State's coordinated resource network, which may include donated goods. The State coordinator for mass care asks for Federal support for only what is beyond the State's capacity.
  For example, shelter residents in a General Population Shelter may lack basic needs, such as cots and blankets, and the mass care staff would support the State in writing the RRF.

- If the State cannot meet the need, the MC/EA staff should consider the following:

  Can an NGO that is not part of the State's coordinated network satisfy the acquisition request? Can a local NGO satisfy a storage, transportation or distribution request? If the state determines that the need cannot be met through its own network of resources, including NGOs, the mass care staff works with the State to examine options with national level NGOs or NGOs that are not part of the State network to meet the requirement.
  For example, does an NGO have a supply of cots, and can they deliver to the shelter? NGOs may provide distribution support using indigenous vans or other assets.

- If NGOs can't satisfy the request, the State prepares and approves a Resource Request Form (RRF) for Federal resources or assistance; the RRF receives Federal concurrence. To continue with the options on the Decision Tree, federal partners the following questions:

  Can FEMA Logistics satisfy the acquisition request with available resources? Can FEMA Logistics satisfy a storage, transportation, or distribution request?
  - FEMA Logistics may fulfill the request through a variety of resourcing methods, to include existing or new contracts.
  - If FEMA Logistics acquires the needed resource (for example, cots, blankets, linen), staff must have a plan for the storage and distribution of the items. An NGO may be identified by the State to store and distribute, and the MC/EA staff would coordinate the hand-off between FEMA Logistics and the NGO partner.

- If FEMA Logistics cannot fulfill the request, then the following questions are determined by FEMA:

  Can a Mission Assignment (MA) satisfy the acquisition request? Can an MA satisfy a storage, transportation, or distribution request?
  - An MA is the method by which FEMA can task another Federal agency to fulfill the request. The mass care staff will work with other FEMA elements to identify the Federal agency that may be able to fulfill the MA.
  - As an example, to fulfill the State's need for cots and blankets, the U.S. Forest Service could be mission assigned, in which case they may be able to provide for transportation, storage and distribution. If not, another agency or organization could be mission assigned for these purposes.

- If a MA cannot satisfy the acquisition request, FEMA then determines:

  Can the FEMA Joint Field Office (JFO) or Regional staff procure the requested resource through local funding vehicles? Can one of these methods satisfy a storage, transportation, or distribution request?
  This could be through use of a P-card and/or a contract

- If none of the above resources can satisfy the request, then FEMA determines:

  Can a FEMA individual Assistance–Technical Assistance Contract (IA-TAC) satisfy the request?
  IA-TACs are contracts developed by FEMA to support Mass Care/Emergency Assistance identified shortfalls. If a decision is made to use the contract, then the contract is activated by FEMA Headquarters.

  This chart describes the Decision Tree Process to fulfill requests for resources, to include equipment and supplies, transportation, storage, distribution, human resources and other specific capabilities. A narrative description follows below the flow chart.

Appendix D: Catastrophic Sheltering Considerations

The state's overall sheltering concept parallels FEMA's Catastrophic Housing Annex (2012) "Zones" approach. When using the zones as a guide, the state support concept is to evacuate and relocate survivors out of zones 1 and 2 and shelter in zones 3 and 4, until re-entry is safe and sustainable. Temporary or ad hoc sheltering may occur in zones 1 and 2 for survivors who are waiting for evacuation. Each disaster is unique and not every zone may be established. A smaller incident may only require zones 3 and 4.

Note: Tribal and local governments must agree to implement this concept and support the temporary relocation of disaster survivors from the most heavily impacted areas.

Zone	% Structures and Infrastructure Severely Damaged	Characteristics					Description
		Life Saving	Evacuation	Relocation Necessary?	Life Sustaining	Housing & Wrap-Around Services	
Zone 1	66% - 100%	Yes	Out of area	Yes, long term	Essential personnel only and limited for those who will not relocate	No	• Individuals electing to remain will not be prioritized for receiving state resources. • Significant volume of debris will inhibit transportation, assistance, and re-habitation. • Loss of Community Services
Zone 2	40% - 65%	Yes	Out of area	Yes, short term	Yes, if infrastructure permits	Yes, limited & slow	• Living conditions adverse at best.
Zone 3	15% - 39%	Yes	Based on Disaster	May be limited, short term	Yes	Yes	• Networks strained by staged resources to support activities in Zones 1-2. • IA needs addressed through additional resources and traditional recovery programs.
Zone 4	≤ 14%	Yes	Based on Disaster	No	Yes	Yes	• Area heavily utilized to support ongoing operations. • IA needs primarily addressed through traditional recovery programs. • May extend beyond the Presidentially-declared disaster area.

Sheltering Support Considerations by Zone

Using the zones, the Unified Coordination Group (UCG) assesses the incident and other impact factors. They decide whether to make a recommendation to implement this sheltering strategy.

In order to rapidly assess the viability of a community and identify potential impact zones considerations for Zone 1 and 2 include:

- Will the infrastructure support residents in the affected area, including persons with disabilities and others with access and functional needs?
- Is the local government still able to function?
- If evacuation is necessary, where are sheltering and alternate housing resources available?
- Can those impacted by the disaster be sheltered/housed more quickly outside of the disaster area?
- Can X state get USACE building inspectors into the area?
- Can X state deliver traditional programs effectively?
- What local businesses and community services, if any, are open and available?

Zone 1:

Access Considerations

- Access will be limited due to damage. As a result, providing the traditional Mass Care/Emergency Assistance services and resources required in the amounts needed over a sustained period will not be possible.
- Life sustaining sheltering support to individuals will be limited until infrastructure conditions improve enough to accommodate provision of traditional mass care / emergency assistance services.
- Non-traditional resources may be utilized to support workforce and transportation requirements. Transportation resources will vary, but could include aircraft, boats and all terrain, high-profile or amphibious vehicles. Workforce resources may include community members and National Guard or other military personnel.
- Access to the area may be restricted by government officials requiring additional time and coordination for approval, credentialing and provision of personal protective equipment.

Categories of Support Priorities

- An increased need for non-traditional sheltering life sustaining services will be required until individuals can be moved to areas were a full range of Mass Care/Emergency Assistance services can be provided.
- Life sustaining sheltering support includes non-traditional sheltering options, registering; feeding, hydration and movement of survivors will be prioritized for Zone 1.

Methods of Sheltering Support

- Site considerations/selection – safety, limited space, access/conditions of the area and the routes, distance from impacted area utilizing already established community resources
- All mass evacuation support will be located outside of zone 1.

Limitations

- Lack of sufficient resources to meet the needs of survivors
- Communications – Lack of situational awareness to make planning assumptions
- Infrastructure
- Feeding, housing, fueling for responders and/or survivors
- Lack of operational communication capability
- Publicizing sheltering site information due to communications challenges
- Roads, bridges, tunnels, rivers – not assessable for any type of transportation
- Infrastructure - both physical infrastructure and social services infrastructure would be compromised and require rebuilding.
- Limitations associated with physical location of clients that will need government-assisted evacuation and services
- The need to prioritize limited resources for client needs that will exceed available resources for those in need of assistance
- Security, safety of workers, physical space limitations, curfews and access will likely hamper efforts.

<u>Zone 2</u>:

Access Considerations

- Access will be limited due to damage. As a result, initially providing the traditional Mass Care/Emergency Assistance services and resources required over a sustained period will be limited but will improve over time as conditions warrant.
- Life sustaining, safety and comfort support to survivors will be provided through non-traditional sheltering sites until infrastructure conditions improve enough to accommodate provision of traditional mass care / emergency assistance services.
- Non-traditional resources may be utilized to support workforce and transportation requirements. Transportation resources will vary, but could include aircraft, boats and all terrain, high-profile or amphibious vehicles. Workforce resources may include community members and National Guard or other military personnel.
- Access to the area may be restricted by government officials requiring additional time and coordination for approval, credentialing and provision of personal protective equipment.

Categories of Support Priorities

- An increased need for non-traditional sheltering life sustaining services will be required until individuals can be moved to areas were a full range of Mass Care/Emergency Assistance services can be provided.
- Life sustaining sheltering support will be prioritized for Zone 2.

Methods of Sheltering Support

- Site considerations/selection
- Host jurisdiction/state considerations

Limitations

- Lack of sufficient resources to meet the needs of survivors
- Communications – Lack of situational awareness to make planning assumptions
- Infrastructure
- Feeding, housing, fueling for responders and survivors
- Lack of operational communication capability

- Publicizing sheltering site information due to communications challenges.
- Roads, bridges, tunnels, rivers – in accessible for evacuation requirements

In order to rapidly assess the viability of a community and identify potential impact zones considerations for Zones 3 and 4 include:

- Can survivors stay in their homes, or will they need temporary housing until their homes can be repaired?
- Can existing resources meet the sheltering/housing need?
- Can survivors needs be met through traditional IA recovery programs?
- Are essential services available to sustain a safe, secure, accessible and sanitary environment for survivors?
- Are utilities operational? If not, how long until they become operational?

Zone 3:

Access Considerations

- Access to provide traditional Mass Care/Emergency Assistance services and resources is possible.
- Access to the area may be restricted by government officials requiring additional time and coordination for approval, credentialing and provision of personal protective equipment.

Categories of Resource Priorities

- Evacuation outside of the affected area, either to another jurisdiction within State or to a host state (sheltering in a host jurisdiction)
- Determination on the length of evacuation out of the area – long term or short term
- Status of sheltering and/or non-traditional sheltering options available
- Resources should be prioritized based on observed and expressed client needs.

Methods of Sheltering Support

- Government assisted transportation arranged by either plane, train, bus or boat
- Mass Evacuation Tracking System established
- Agreements in place to host evacuees

Limitations

- State not wanting survivors to leave the state
- Lack of suitable sites to house evacuees

Zone 4:

Access Considerations

- Zone 4 will be utilized to support individuals and families that have evacuated from the other zones.

Categories of Resource Priorities

- Sheltering capabilities and capacity
- Resources should be prioritized based on observed and expressed client needs.

Methods of Sheltering Support

- Support evacuees at the various embarkation, debarkation sites, reception processing and sheltering locations

Limitations

- Lack of operational communication capability
- Publicizing embarkation site information due to communications challenges.
- Roads, bridges, tunnels, rivers – not assessable for transportation out of the impact area
- Infrastructure - both physical infrastructure and social services infrastructure would be compromised and require rebuilding.
- Limitations associated with physical location of clients that will need services.
- The need to prioritize limited resources for client needs that will exceed available resources for those in need of assistance.
- Feeding, housing, fueling for responders and those impacted by the disaster
- Security, safety of workers and access will likely hamper efforts.
- Ability to accurately identify the location of sheltered populations and to know the length of stay in those locations specifically and Zone 4 more generally.
- Area may or may not have received a Declaration of Major Disaster or Emergency
- Resources prioritized for other zones and any pre-disaster resources in Zone 4 may have been depleted in support of zones 1, 2, 3

Appendix E: Household Pets – Sheltering Considerations

Typically, the local governments (often Animal Control Officials) are responsible for addressing the needs of household pet owners by providing for emergency household pet sheltering, if the owner is unable to do so with their own resources. Often the responsibility for animal response including household pets and service animals are under the leadership of an agency other than the one tasked with Mass Care coordination. When this is the case, efforts should be made to ensure close coordination between those organizations tasked to shelter individuals affected by the disaster and their household pets. Shelter planners should identify the agency responsible for animal response and ensure they are integrated into revising or developing shelter/shelter support plans.

Generally there are three types of Emergency Household Pet Sheltering (EHPS):

- A Collocated EHPS is located in reasonable proximity (enabling owners to easily interact with their pets in the shelter) to a General Population Shelter for people and the owners provide a substantial amount of the care for their household pets: generally exercising/walking and feeding. This method for providing EHPS services is, far less labor intensive than a Stand Alone EHPS, and maximizes sensitivity to the human-animal bond and its impact on the well-being of people and their pets.
- A Cohabitation EHPS is a congregate shelter in which people and household pets (or other animals) share space. This method of providing EHPS is considered the optimal solution by many animal SMEs, but it is not a common practice and may not be practical in many situations for a variety of reasons.
- A Stand Alone EHPS is for household pets from various sources (e.g., evacuated or rescued household pets) sheltered in one facility. It may or may not be located near a General Population Shelter for people. With this method of providing EHPS it's unlikely or impractical for owners to be involved with or allowed to participate in care for their animals. This method is a labor intensive activity.

Collocated EHPS provides a workable solution allowing the residents to maintain the human-animal bond with their household pets and assist in providing for the pet's care (this option also reduces staffing requirements for the care of sheltered pets). When not practical to collocate in the same facility, an EHPS should be established as close as possible to the facility where people are sheltered, (e.g., within walking distance for shelter residents, or when transportation to a more distant shelter is planned for and provided).

Household pets should be sheltered in facilities that have been identified to support pets and equipped to shelter the animals. If sheltered in the same building (or close proximity) as the human population; HVAC issues must be considered to reduce exposure of people to animal related allergens.

Regardless whether people are sheltered in close proximity to their pets or some distance away, it is critical that planning for such shelter operations and during response operations those organizations operating the shelters coordinate closely to ensure household pet owners have an

understanding of where their pets are being sheltered, the level of care being provided, and what if any accommodation will be made to permit the owners to visit their pets. Not only is this consistent with the intent of the law regarding household pets and service animals during disasters, but it's in the best interest for the physical and emotional well-being of both people and their pets.

Congregate shelters should clearly identify whether they are accepting people with pets, or if pets must be sheltered elsewhere and how to access those services.

Organizations tasked to operate EHPS's should identify the types and quantities of equipment and supplies that will be needed to operate an EHPS. These supplies typically include administrative supplies, animal care supplies (e.g. food, litter, bowls), cages or crates, cleaning supplies and first aid/medical supplies. Shelter organizers should determine early in the planning process which supplies the shelter will provide and which supplies owners may be required to provide (it must be undersrtood that in no notice events owner may not be able to bring any pet related supplies with them).

Shortly after the opening of the shelter, household pets should receive an examination by a veterinarian, if appropriate and authorized by the owner, be treated for fleas and ticks, given vaccinations (if available and appropriate to administer in the emergency shelter environment), and provide treatments for identified minor injuries or illness. Any such treatments will be administered by a licensed veterinarian or veterinary technician (under a veterinarian's supervision or orders).

Shelter planners should be aware of external resources that can assist with creating emergency household pet shelter plans, and that may be available to support disaster response operations.

A State may be able to access veterinary resources and other animal response capabilities from other States through EMAC. Specific attention should be paid to arrangement for recognition of veterinary licensure of the State offering assistance. Many states have a State Animal Response Team that could be tapped to support EHPS operations.

National Alliance of State Animal and Agricultural Emergency Programs (NASAAEP) provides a framework for collaboration among SART programs, State VMRCs, and any other State animal and agricultural emergency management programs that wish to participate. While the Alliance does not directly provide response resources, it may serve as a conduit for communication and accessing resources that may be deployable in support of State response to household pets and service animals' response issues (www.nasaaep.org).

The National Animal Rescue and Shelter Coalition (NARSC) is comprised of a diverse membership of animal welfare and other organizations. The coalition identifies, prioritizes, and finds collaborative solutions to major human-animal emergency issues. The Coalition's members offer capabilities in rescue (land- and water-based) or emergency animal sheltering and general animal husbandry necessary to support government efforts to provide "rescue, shelter, and care" for household pets and service animals. Some of the organizations have a broad non-disaster mission as well (Click here for NARSC website)

NASAAEP and NARSC are collaborating with the USDA to develop best practice guidance on various aspects of animal response, one of which is small animal (including household pets) sheltering. Planners may want to reach out to either organization for assistance on best practices in emergency household pet sheltering.

The American Veterinary Medical Association (AVMA) and American Veterinary Medical Foundation (AVMF) (both NARSC members) offer the Veterinary Medical Assistance Team (VMAT) program. The initial deployment of VMAT resources to assist with assessment or field treatment (including travel to/from an incident) to a State during a disaster is provided FREE of charge, conditional on a signed Memorandum of Understanding between AVMA and the State Animal Health Authority. VMAT services focus on disaster animal response and are not limited to household pets (for more information the American Veterinary Medical Association website).

At the Federal level, the Department of Health and Human Services (DHHS) National Disaster Medical System (NDMS) includes the National Veterinary Response Team (NVRT). NVRT provides veterinary staff, trained and well qualified to operate in the post impact environment. DHHS-NVRT is capable of setting up a field veterinary hospital and can provide surveillance of sheltered animals for animal-to-animal and zoonotic diseases. It serves as a bridge to veterinary medical care and treatment for emergency or pre-existing conditions until local resources can come back on line. Requests for NVRT veterinary medical assets must be coordinated through the State and are only available during a Stafford Act declared event.

Appendix F: Transition to Alternate Sheltering and Housing Solutions Considerations

Mission

To successfully close a shelter in a timely manner by ensuring that all shelter residents have either returned to their residences or have been placed in alternate housing.

Objectives

- Collaborate and coordinate with the survivors who need assistance in finding alternate safe, accessible, affordable and secure housing for themselves and their families in order that shelters can close.
- Identify barriers to the recovery process for the shelter residents
- Identify resources and programs that can be provided to shelter residents in an effort to assist them with their recovery.
- Assist individuals and families with determining appropriate housing
- Assist with the transfer of Casework information to an applicable case management system
- Ensure the shelter transition team is integrated with Federal, local, state, NGO and private sector partners.

Concept of Operations

The exact timing for the beginning of shelter transition to alternate housing will vary depending on several factors. Generally, once power is restored and debris is cleared from roads, many people will return home or find alternate housing arrangements. While most people leave the shelter relatively quickly, others may stay longer for a variety of reasons. Families with heavily damaged homes may remain in the shelter for longer periods of time until they receive financial benefits, such as insurance payouts, FEMA awards etc. Shelter closing considerations should begin as soon as possible after the emergency has passed.

A Multi-Agency Shelter Transition Team would be established if needed at the request of the County/State Emergency Management. The team would review and consolidate information gathered by assessment teams and work with the shelter residents to find more permanent housing. The shelter case worker and/or transition team member would consolidate data received from assessment teams who visited the shelter to share with the multi-disciplined team designated to support finding alternate housing solutions.

The Emergency Manager or his/her designated representative provides guidance, sets priorities and specifies reporting procedures for the Team through regular communication with the Team Leader.

Team Members

Team members should represent the jurisdiction where the shelter is located. Members could include shelter case workers, services and advocacy organizations service people with disabilities and others with access and functional needs, area agency on aging, health, Veterans Affairs, local real estate offices, AmeriCorps, other voluntary organizations active in the jurisdiction, and State/FEMA representatives, etc.

Transition Team Tasks

- Appoint a Team Leader
- Identify team members to participate
- Meet with all team members and develop a transition plan to support the displaced individuals.
- Collect demographic information, including barriers stopping shelter clients from finding alternative housing, if such information is not already available. This information may indicate a need for a team member not already identified
- Identify individuals who will require accessible and affordable housing
- Include accessible housing specialists from the local community as active partners
- Create a resource list for housing and/or support services that includes accessible and affordable housing and support resources
- Develop and implement collaborative transitional strategies to support individuals requiring assistance.

Appendix G: Multi-Agency Sheltering Task Force (MASTF) Guidance

The guidance in this section is baseline information and the basis for development of Multi-Agency Sheltering Task Force guidance that may include: 1) Description of the Role of the MASTF; 2) Membership of the MASTF; 3) Table of Organization for the MASTF; 4) Brief Job Descriptions for the roles defined in the TO (this could be done in a chart) 5) Triggers for constituting an MASTF; 6) Mobilization and De-mobilization procedures; 7) MASTF Preparedness and Operational Activities; 8) Describe how the MASTF will interact and coordinate with other established task forces and the Mass Care Coordinator.

Purpose

The MASTF operates at the direction of a Task Force Leader and assists the jurisdiction's mass care coordinator with preparedness and operational activities. Operationally, the focus of the MASTF is on future planning, 48 hours from the present and beyond. The Task Force stresses coordination among the various organizations/agencies involved with sheltering operations and determines the best strategies to meet the future sheltering requirements for the disaster.

Establishment of a Task Force

A Multi-Agency Sheltering Task Force is established during a response in accordance with the criteria specified in the Multi-Agency Sheltering Plan. Members of the planning team may or may not participate in the task Force.

Jurisdictions will likely identify other agencies that play a role and contribute to disaster sheltering strategies within their State.

Potential Multi-Agency Shelter Task Force members

Note: the individual designated to participate operationally must have the knowledge and authority to represent their agency.

The MASTF should be inclusive of governmental agencies at all applicable levels; voluntary organizations including non-traditional agencies/organizations; and the private sector, who wish to participate within the jurisdiction, as well as across jurisdictions. The MASTF is the central point of coordination for sheltering preparedness, planning, and operations. The specific individuals and organizations involved in response to a sheltering operation may vary depending on the type and size of the disaster. The MASTF also allows for a tiered, or phased, involvement of participants.

Below is a suggested list of MASTF members and may be expanded or contracted to meet the needs of individual Jurisdictions.

- *Jurisdictional ESF #6 – Mass Care/Emergency Assistance (or corresponding State ESF terminology)*
- *Jurisdictional Lead Agency for Sheltering*
- *Jurisdictional Lead or ESF responsible for household pet and service animal support*
- *Jurisdictional Health Care Support*
- *Jurisdictional Department of Children and Family Services*
- *Jurisdictional Volunteer and Donations Coordinator*
- *Jurisdictional Elder Affairs Agency*

- *Jurisdictional Agency for People with Disabilities and Others with Access and Functional Needs*
- *Jurisdictional Evacuation Coordinator*
- *Jurisdictional Security ESF*
- *Planner*
- *Private Sector representative*
- *American Red Cross and The Salvation Army subject matter experts (SMEs)*
- *VOAD representative*
- *FEMA Region mass care program specialist*
- *FEMA Regional Disability Integration Specialist*

Multi-Agency Sheltering Task Force Roles and Responsibilities

One of the primary responsibilities of the MASTF is to support and maximize the field resources, assuring that limited resources are allocated across the jurisdiction, thus minimizing incident demands for critical or competing resources.

When a disaster occurs and there is a need for a sheltering operation, the MASTF should be activated and collect and share situational awareness information from the operators to determine an initial estimate of needs. Additionally, the MASTF should validate the capacities of the disaster sheltering organizations. If the sum of voluntary organization and other stakeholder capacities exceeds the estimated sheltering need and there are no shortfalls, then no action steps are needed. If the sheltering need is greater than the collective capacities the jurisdictional level may request resources from the next higher level. If the State is activated, the state may augment the sheltering responders needed resources and/or ask for assistance from various stakeholders and/or FEMA.

Below are some primary considerations for a task force to consider during the preparedness and operational phases before and during a disaster. These roles may vary depending on the level of government and the disaster. The task force must remain flexible depending on the variables of the mission.

Preparedness

- Utilize existing or develop a multi-agency sheltering support plan, protocols, and procedures, including public communications and awareness, and physical, program and effective communication throughout all task force functions, including exercises
- Coordinate with ESF #11 on household pets, animal and food and nutrition services
- Coordinate with the appropriate animal partners to identify and establish household pets shelters that are close proximity to the general population shelters
- Organize preparedness and planning meetings. Coordinate task force activities
- Identify resources and other requirements and set priorities for their use
- Establish MASTF member responsibilities for certain activities, such as information gathering; contacting agencies to obtain sheltering sites
- Determine the needed shelter reports and timelines for reporting statistics and distribution c.
- Train, exercise and evaluate the Multi-Agency Sheltering Plan including all partners and stakeholders

- Involve disability services and advocacy organizations to provide disability inclusive emergency preparedness expertise
- Increase sheltering capacity and capability (including a process to rapidly identify and survey spontaneous shelters during activations)
- Increase and establish agreements with various facilities and vendors that support sheltering activities
- Update sheltering plan and agreements on an annual basis or after a disaster response based on the lessons learned

Response

- Identify resources and other requirements and set priorities for their use
- Develop and maintain a common operating picture of the sheltering resources on hand and en route
- Assess sheltering operators shortfalls and follow up on their requests
- Develop operational strategies based on incident action plan
- Ensure requests are not duplicative of those already submitted
- Validate resource requests, and determine whether or not other jurisdictional resources or donated goods can support the request
- Monitor and assess any emerging needs
- Monitor and assess accessibility requirements to ensure equal access
- Prepare and submit a daily situational report with the statistical data to the mass care coordinator and other stakeholders
- Assess and monitor future jurisdictional mass care resource requirements so that these resources can be identified, procured, and transported to the impact area in time to meet the need
- Maintain operational awareness and support as needed and develop a projection of the jurisdictional mass care resource requirements for the period greater than 48 hours but less than 96 hours
- Estimate of the jurisdictional sheltering requirements for the next 14 days
- Coordinate sheltering operational information about NGO consolidation and closing
- Conduct after-action reviews to strengthen future preparedness
- Support transition of general population shelter residents to non-congregate facilities
- Conduct a sheltering after action review and update the plan from the lessons learned

Appendix H: Rapid Shelter Resource Support Checklist

Rapid Shelter Resource Support Checklist Guidance

Purpose
The Rapid Shelter Resource Support Checklist is a tool designed to assist assessment teams in identifying unmet needs occurring in and around the shelter premises that may affect the health, safety, and welfare of shelter residents and staff. A specific emphasis is given to the needs of children, older adults, people with disabilities and others with access and functional needs, and owners of household pets and service animals.

Team Mission
The Rapid Shelter Resource Support Team is assembled at the request of the affected jurisdiction and is composed of two or three individuals from the shelter service provider, and/or their designee, and the jurisdictional mass care group. The small teams are tasked to assemble and deploy quickly to visit all newly-opened shelters in order to identify priority mass care needs before they become critical. Additional subject matter experts may be requested later, as needed.

Focus
The Rapid Shelter Resource Support Checklist provides a series of questions to assist assessment teams in quickly identifying human and material resource shortfalls. The identified shortfalls may then be communicated promptly to the jurisdictional mass care group which will coordinate with the appropriate organizations and agencies (local, state, and/or Federal) to facilitate a timely response. Rapid Shelter Resource Support Teams do not provide direct services or determine the specific organizations/agencies needed to address their findings.

Shelter Visits
Shelter visits may be conducted before or soon after the onset of an incident during a period in which shelter staff are rapidly organizing their shelter facilities and resources are still being determined. Recognizing the demands and pressures on shelter staff at the onset of an incident, Rapid Shelter Resource Support Teams should limit their visits to no more than 45 to 60 minutes to minimize disruption to the shelter facility's routine. Visit times may vary depending on the size of the facility.

- Identify the housing shortfalls per county, rental properties, access capabilities, HUD housing, etc.
- Identify affordable housing that meets accessibility requirements per county
- Collaborate with sheltering task force
    - Determine specific data points to share

Shelter Closing Team Composition

- County Emergency Management Coordinator designates the Team Leader
- Shelter Caseworker
- FEMA Applicant Assistance Worker (would not be a participant if there is no declaration)
- Housing Task Force representative
- Local social service organizations

- Other agencies as identified, e.g. those serving people who are homeless, access and functional needs and disability accessibility expertise, children's issues, and household pets and service animals, etc.
- Private sector resources, real-estate companies
- Discharge Planning Teams and other state agencies as identified if needed

Reports

- Data Points-from various assessments
- Daily metric reports
- Solutions found
- Barriers to finding alternate housing
- Develop one form for both discharge planning and general population planning

RAPID SHELTER SUPPORT CHECKLIST

Visit Information	**Shelter Data**
Visit Date:	Shelter Name:
❒ Initial Visit or ❒ Follow-up Visit	NSS Number:
Event:	Current Population:

Shelter Contact Information		
Shelter Manager:	Telephone Number:	Shelter Address (include City, State and Zip)
Alternate POC:	Telephone Number:	
Facility Manager:	Telephone Number:	
24/7 Contact Number:		

Additional Shelter Information	
Is shelter listed in NSS?	Please describe any non-traditional features on site (i.e. pet shelter, tent/RVs, other describe):
If not, will shelter be listed in NSS?	
Shelter Type: ❒ ARC Manage ❒ ARC Supported ❒ Independent ❒ Other (describe):	Facility Type: ❒ School ❒ Arena ❒ Community Center ❒ Other (describe):
How long is the facility available?	

Please answer all of the following questions by circling the status (Yes, No, Unknown/Not Applicable). Note additional information in the Comments section on page 3. For information on forecasting required resources, use the Forecasting Chart (FC) on page 4 or the Shelter Guidance Aid and Shelter Staffing Matrix (M).

Human Resources				**Facility *continued***			
Adequate # of staff available? (see M)	Yes	No	Unk/NA	Indoor signage adequate?	Yes	No	Unk/NA
Facility's staff onsite?	Yes	No	Unk/NA	Outdoor signage adequate?	Yes	No	Unk/NA
Partner agency staff present?	Yes	No	Unk/NA	Shelter rules posted?	Yes	No	Unk/NA
				Shelter schedule posted?	Yes	No	Unk/NA
Free of structural damage?	Yes	No	Unk/NA	Registration area size/location adequate?	Yes	No	Unk/NA
Security available? Who?	Yes	No	Unk/NA				
Potable water available?	Yes	No	Unk/NA				
Hot water available?	Yes	No	Unk/NA	Adequate vehicle parking available?	Yes	No	Unk/NA
Ventilation adequate?	Yes	No	Unk/NA	Accessible parking available/adequate?	Yes	No	Unk/NA
Space per person adequate? (see FC)	Yes	No	Unk/NA	RV parking permitted on site?	Yes	No	Unk/NA
Free of pests and mold?	Yes	No	Unk/NA	Public transportation including accessible transportation available?	Yes	No	Unk/NA
Level of cleanliness acceptable?	Yes	No	Unk/NA	Transportation by partner agency available?	Yes	No	Unk/NA
Normal electrical supply operational?	Yes	No	Unk/NA				
Is generator in use?	Yes	No	Unk/NA				
Indoor temperature adequate?	Yes	No	Unk/NA				
Heating available if needed?	Yes	No	Unk/NA	Health staff on-site?	Yes	No	Unk/NA
Air conditioning available if needed?	Yes	No	Unk/NA	Mental health staff on-site?	Yes	No	Unk/NA
# of toilets adequate? (see FC)	Yes	No	Unk/NA	Registered sex offender(s) on-site?	Yes	No	Unk/NA
# of showers adequate? (see FC)	Yes	No	Unk/NA	Law enforcement notified?	Yes	No	Unk/NA
# of hand washing stations adequate? (see FC)	Yes	No	Unk/NA	Alcohol/drug/gang/violence weapon issues?	Yes	No	Unk/NA
Cleaning supplies available?	Yes	No	Unk/NA	If yes, please describe:			
Sewers/septic available and functioning?	Yes	No	Unk/NA				

Visit Information				**Shelter Data**			
Refrigerator(s) available?	Yes	No	Unk/NA				
Fire alarm present?	Yes	No	Unk/NA	Facility walkways accessible?	Yes	No	Unk/NA
Fire sprinkler system present?	Yes	No	Unk/NA	Showers accessible?	Yes	No	Unk/NA
Waste/garbage disposal adequate?	Yes	No	Unk/NA	Toilets accessible?	Yes	No	Unk/NA
# of garbage cans adequate?	Yes	No	Unk/NA	Private screening areas available?	Yes	No	Unk/NA
Cots meet access and functional needs?	Yes	No	Unk/NA	Food preparation occurring on-site?	Yes	No	Unk/NA
Universal signage posted?	Yes	No	Unk/NA	Meal delivery consistent?	Yes	No	Unk/NA
Durable Medical Equipment (DME) available?	Yes	No	Unk/NA	Safe food storage space on-site?	Yes	No	Unk/NA
Consumable Medical Supplies (CMS) available?	Yes	No	Unk/NA	Snacks/water available on-site?	Yes	No	Unk/NA
Commonly Used Shelter Items (CUSI List) needed?	Yes	No	Unk/NA	Infant feeding supplies adequate?	Yes	No	Unk/NA
Personal Assistance Services (PAS) needed?	Yes	No	Unk/NA	Special & cultural diets provided?	Yes	No	Unk/NA
PAS contract activated?	Yes	No	Unk/NA	Coolers available?	Yes	No	Unk/NA
Service animals on-site?	Yes	No	Unk/NA	Clean ice available?	Yes	No	Unk/NA
Veterinary care available?	Yes	No	Unk/NA	Dishwashing facilities available?	Yes	No	Unk/NA
Animal food/supplies on-site?	Yes	No	Unk/NA	Kitchen/food prep area is clean?	Yes	No	Unk/NA
Animal relief area identified?	Yes	No	Unk/NA	Partner meal provider:			
Unaccompanied minors on-site?	Yes	No	Unk/NA				
Diaper changing area available?	Yes	No	Unk/NA	Food-safe cleaning supplies available?	Yes	No	Unk/NA
Breastfeeding area identified?	Yes	No	Unk/NA	Serving supplies adequate?	Yes	No	Unk/NA
Childcare staff/partner on-site?	Yes	No	Unk/NA	Other (please note any needs):			
Safe childcare area identified?	Yes	No	Unk/NA				
Safe toys provided?	Yes	No	Unk/NA				
Hygiene plan for toys in place?	Yes	No	Unk/NA	**Communication**			
				Staff phone/charger available?	Yes	No	Unk/NA
				Facility phone available for use?	Yes	No	Unk/NA
				Client phone/charger available?	Yes	No	Unk/NA
# of cots adequate? (see FC)	Yes	No	Unk/NA	Internet access available on-site?	Yes	No	Unk/NA
Number:				Computers available on site?	Yes	No	Unk/NA
# of blankets adequate? (see FC)	Yes	No	Unk/NA	Number:			
Number:				Language translation services available?	Yes	No	Unk/NA
# of Comfort Kits adequate? (see FC)	Yes	No	Unk/NA	List languages needed:			
Number:							
# of towels adequate? (see FC)	Yes	No	Unk/NA	On-site Sign language services available?	Yes	No	Unk/NA
				Remote Sign language services available via internet?	Yes	No	UNK?NA
Number:				List sign languages needed:			
Pillows provided?	Yes	No	Unk/NA				
Number:				TV available for use?	Yes	No	Unk/NA
Toilet paper supplies adequate?	Yes	No	Unk/NA	TV has closed captioning capability?	Yes	No	Unk/NA

Visit Information				**Shelter Data**			
Paper towel supplies adequate?	Yes	No	Unk/NA	Newspapers available?	Yes	No	Unk/NA
Feminine hygiene product supplies adequate?	Yes	No	Unk/NA	Shelter bulletin board in use?	Yes	No	Unk/NA
# of diapers adequate?	Yes	No	Unk/NA	Community resource board available?	Yes	No	Unk/NA
# of portable cribs adequate?	Yes	No	Unk/NA	Print and video material available in alternate formats (braille, large print, audio, etc.	Yes	No	Unk/NA
Number:				Quiet areas are available for people who need a low- stimulation environment (people with autism, mental health needs, etc.)	Yes	No	Unk/NA
Clothing available?	Yes	No	Unk/NA				
Complete nurse's kit available?	Yes	No	Unk/NA				
Cleaning supplies available/adequate?	Yes	No	Unk/NA				
# of shelter forms adequate?	Yes	No	Unk/NA				
# of nursing forms adequate?	Yes	No	Unk/NA				
Please include additional information about the facility or conditions in the shelter in the space provided below.							

Planning			
Unmet Critical Needs	**Planned Solution***		**Person Respons**

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Visit Information	Shelter Data		
*Please note, the Rapid Shelter Resource Support Team is not responsible for providing direct services nor for determining the specific organizations or agencies to address these findings.			

Forecasting Chart

Use the following information to determine if quantities of resources and supplies are sufficient to meet the needs of the current or anticipated shelter population. Note that there are three types of shelters reflected in this chart. Each shelter type has different resource requirements predicated on the amount of time the shelter is expected to be opened and the type of sheltering need it is fulfilling.

Item	Emergency Evacuation Shelter	Standard/Short-Term Shelter	Long-Term Mega Shelter
Description	A safe, accessible congregate care, environmentally protected facility utilized for durations typically not to exceed 72 hours by populations displaced by an incident or event.	A safe, accessible congregate care, environmentally protected facility utilized for durations typically not to exceed 2 weeks by populations displaced by an incident or event.	A safe, accessible congregate care, environmentally protected facility utilized for durations typically longer than 2-weeks for populations displaced by an incident of an event. The focus of this kind of shelter is not on the number of people sheltered but on the need for additional or supplemental services due to the extended period individuals will be sheltered.
Space Considerations	▪ 20 sq. ft. per person in dormitory area ▪ 100 sq. ft. per person in dormitory area for people with disabilities and others with access and functional needs using mobility devices, service animals or larger DME items	▪ 40 sq. ft. per person in dormitory area ▪ 100 sq. ft. per person in dormitory area for people with disabilities and others with access and functional needs using mobility devices, service animals or larger DME items.	▪ 60-80 sq. ft. per person in dormitory area ▪ 100 sq. ft. per person in dormitory area for people with disabilities and others with access and functional needs using mobility devices, service animals or larger DME items.
Sanitation Considerations	▪ **Toilets**—1 per 40 persons ▪ **Showers**—1 per 72 persons ▪ **Hygiene Stations**—1 per 20 persons ▪ **Trash Containers**—1 30 gal. container per 10 persons ▪ **Accessible toilets and showers**	▪ **Toilets**—1 per 40 persons ▪ **Showers**—1 per 48 persons ▪ **Hygiene Stations**—1 per 20 persons ▪ **Trash Containers**—1 30 gal. container per 10 persons ▪ **Accessible toilets and showers**	▪ **Toilets**—1 per 20 persons ▪ **Showers**—1 per 25 persons ▪ **Hygiene Stations**—1 per 20 persons ▪ **Trash Containers**—5 pounds of dry waste disposal capability per person (per day???) ▪ **Laundry**—Capability to meet demands of 33% of shelter population ▪ **Sewage**—1.5 gallons of sewage disposal capacity per person (per day???) ▪ **Accessible toilets and showers**
Cots, Blankets, etc.	▪ **Cots**—1 per person ▪ **Blankets**—1 per person ▪ **Pillows**—None ▪ **Towels**—1 towel and 2 wash clothes per person ▪ **Comfort Kits**—1 per person	▪ **Cots**—1 per person ▪ **Blankets**—2 per person ▪ **Pillows**—None ▪ **Towels**—2 towels and 2 wash clothes per person/per week ▪ **Comfort Kits**—2 per person/per week	▪ **Cots**—1 per person ▪ **Blankets**—2 per person ▪ **Pillows**—1 per person ▪ **Towels**—2 towels and 2 wash clothes per person/per week ▪ **Comfort Kits**—2 per person/per week
Feeding and Logistics Support	Sufficient food supply and logistics support to provide snacks, hydration and sanitation for the shelter population.	Sufficient supply and area to feed population using two shifts (seating) per meal, serving two meals plus snacks/hydration to each person per day.	Sufficient supply and area to feed population using two shifts (seating) per meal, serving two meals plus snacks/hydration to each person per day.

Appendix I: National Incident Management System (NIMS) Typing and Credentialing for Mass Care – Sheltering

The FEMA National Integration Center (NIC) provides the Resource Typing Library Tool (RTLT) to support the implementation of the National Preparedness System. Nationally typed resources support a common language for the mobilization of resources prior to, during, and after major incidents. Resource users at all levels use these definitions to identify and inventory resources for capability estimation, planning, and for mobilization during mutual aid efforts.

Resource Typing definitions are provided for equipment, teams and units. They are used to categorize, by capability, the resource requested, deployed, and used in incidents. Measurable standards identifying resource capabilities and performance levels serve as the basis for this categorization.

Job Titles and Position Qualifications are used in the inventorying and credentialing of personnel. Credentialing is essential to emergency responders and Whole Community partners in that is ensures and validates the identity and attributes (e.g., affiliations, skills, or privileges) of individuals or members of response teams through standards.

The State Mass Care Coordinator is a NIMS typed position that describes a Type 1 State Mass Care Coordinator as "responsible for leading and coordinating mass care and emergency assistance resources in support of those providing care and shelter services to the survivors of a disaster"

The National Integration Center has published a Resource Typing definition for a Shelter Management Team and a Job Title definition for a Shelter Manager

Additional resource typing information can be found at the RTLT web site at: Resource Typing Library Tool

Appendix J: Sample Reports

Data points being considered and being drafted as a part of an excel spread sheet that includes all of the MC/EA activities:

Shelters

- ***General Population***
  - Number of shelters open/closed/on stand-by
  - Number of accessible shelters open/on standby
  - Location
  - Population (knowledge base of various age groups to assist the appropriate agencies for additional assistance)
  - Capacity
- ***Medical Shelters***
  - Number of shelters open/closed/on stand-by
  - Location
  - Population
  - Capacity
- ***Household Pet Shelters***
  - Number of shelters open/closed/on stand-by
  - Location
  - Population
  - Capacity
- ***Cooling/Warming Centers***
  - Number of centers open/closed/on standby
  - Locations
  - Population
  - Capacity
- ***Cell Phone Charging Stations***
  - Number of stations open/closed/on standby
  - Locations
  - Number of people visited
- ***Shelter Services***
  - Shelter Resource Support Teams requested/deployed
  - FEMA Registration Teams requested/deployed
  - Mental Health Services
  - Personal assistance services
  - Sign language interpreter services

Shelter Supplies

- Comfort/Hygiene Kits
- Cots
- Enhanced cots
- Shower units
- Portable toilets

    - Accessible showers and toilets
- ***Identified Shortfalls***
    - *Human resources*
    - *Material resources*
- ***Back-up Power***

Appendix K: Acronyms and Glossary of Terms

Catastrophic: Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions, National Disaster Recovery Framework (NDRF), September 2011, page 79.

Congregate Shelter: Generally provided in large open settings that provide little to no privacy in facilities that normally serve other purposes such as schools, churches, community centers, and armories.

Consumable Medical Supplies (CMS): Medical supplies (medications, diapers, bandages, etc.) that are ingested, injected, or applied and/or are one time use only.

Distribution of Emergency Supplies: Provide emergency supplies and/or the resources to distribute them.

Durable Medical Equipment (DME): Medical equipment (e.g., walkers, canes, wheelchairs, etc.) used by persons with a disability to maintain their usual level of independence.

Emergency: Any incident, whether natural and/or technological/human caused disaster that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. Source: *National Response Framework.*

Emergency Support Function (ESF) #6: The ESF #6 Annex of the National Response Framework (NRF) describes how the Federal government coordinates Mass Care, Emergency Assistance, Temporary Housing, and Human Services.

Emergency Support Function (ESF) #8: The ESF #8 Annex to the NRF describes how the Federal government coordinates Public Health, Medical and Mental health services and Mass fatality management.

Emergency Support Function (ESF) #11: The ESF #11 Annex to the NRF describes how the Federal government coordinates Nutrition assistance, food safety and security, animal and plant disease and pest response, safety and well-being of household pets, and natural and cultural resources and historic properties protection and restoration.

Emotional Assistance/Support Animal: Dogs [or other animal] whose sole function is to provide comfort or emotional support [and] do not qualify as service animals under the ADA. (http://www.ada.gov/service_animals_2010.htm)

Essential Services: The delivery of infrastructure and additional essential services to address disaster-related needs of affected residents living in temporary housing sites

Feeding: The provision of food, snacks and hydration to the affected population and emergency workers, either from fixed sites or through mobile routes.

Host State: A State, territory, commonwealth, or tribe that, by agreement with an impact-State or the Federal Emergency Management Agency (FEMA), provides evacuation and sheltering support to individuals from another State that has received a Presidential emergency or major disaster declaration, due to an incident

Household Pet: A domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle that is traditionally kept in the home for pleasure rather than commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes. *Source DAP 9523.19.*

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

Life Saving/Life Sustaining: Saving lives is identified in the National Response Framework as FEMA's number one priority. Life-saving actions are defined by the FEMA Administrator as a Tier I High Priority Performance Goal, and includes the provision of meals, water, cots, blankets, tarps, plastic sheeting, hygiene kits, and generators.

Major Disaster: Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. Source: *National Response Framework, May 2013.*

Mass Care Activities: Mass Care activities include Sheltering, Feeding, Distribution of Emergency Supplies and Reunification as defined under the Mass Care Function of Emergency Support Function (ESF) # 6 of the NRF. Red Cross is Co-lead with FEMA for these four activities.

Mass Care/Emergency Assistance: The Mass Care/Emergency Assistance activities include the seven activities that fall within the MC/EA Branch: Sheltering, Feeding, Distribution of Emergency Supplies, Reunification, Mass Evacuation [Support], Disabilities and other Access

and Functional Needs Support and Household Pets and Service Animals. Also, included in the Annex definition is: Nonconventional/Transitional Sheltering.

Mass Care Services: Mass Care Services is the Core Capability that includes the four functions of ESF #6: Mass Care, Emergency Assistance, Temporary Housing and Human Services.

National Emergency Child Locator Center (NECLC): A center that works in cooperation and shares information with DHS/FEMA, the American Red Cross, Department of Health and Human Services, and local and tribal governments as needed to facilitate the reunification of children with their families.

The National Emergency Family Registry and Locator System (NEFRLS): A web-based system, mandated by the Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA), that facilitates the reunification of families separated as a result of a major disaster.

National Incident Management System (NIMS): A comprehensive, national approach to incident management that provides the template for incident management, regardless of cause, size, location, or complexity and is applicable at all jurisdictional levels and across functional disciplines.

The National Mass Evacuation Tracking System (NMETS): A tool for evacuation tracking that can track household members, their possessions brought through the evacuation process, their household pets, and service animals, and durable medical equipment.

National Response Framework (NRF): The second edition of the NRF, updated in May 2013, provides context for how the whole community works together and how response efforts relate to other parts of national preparedness. The NRF reinforces a comprehensive, national, all-hazards approach to domestic incidents. It guides local, State, and Federal entities, enabling partners to prepare for and respond under a unified command structure.

National Shelter System (NSS): FEMA and the Red Cross each have software applications that are able to input data about shelters, locations, capacity, current populations, as well as other data points. The FEMA system can also report feeding locations, Points of Distribution (PODs) and other pertinent MC/EA information. The system is tied into mobile mapping applications to plot MC/EA locations in regards to shelters, pet shelters, and other locations.

Non-Congregate: Sheltering that provides alternatives for incidents when conventional congregate sheltering methods are unavailable or overwhelmed, or longer term temporary sheltering is required. Typically, facilities that are used provide a higher level of privacy than conventional congregate shelters, hotels, and cruise ships, other facilities with private sleeping spaces but possibly shared bathroom /cooking facilities, dormitories, and/or converted buildings, or staying with friends/family.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private

benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster survivors. Often these groups provide services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency. Source adapted from the *National Response Framework.*

People with Disabilities and Other Access and Functional Needs Support: Access and functional needs support services are services that enable people to maintain independence in a general population shelter. These services include reasonable modifications to policies, practices and procedures, durable medical equipment (DME), consumable medical supplies (CMS), personal assistance services (PAS), and other goods and services as needed. Children and adults requiring these services may have physical, sensory, mental health, cognitive and/or intellectual disabilities affecting their ability to function independently without assistance. Others who may benefit from these services include women in late stages of pregnancy, elders, and those needing bariatric equipment.

Personal Assistance Services (PAS): Activities of daily life that allows individuals to maintain their independence while staying in a general population shelter.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry. Source: *National Response Framework.*

Public Assistance: The mission of the Public Assistance Program is to assist communities in recovering from the devastating effects of disasters by providing technical assistance and financial grants in an efficient, effective, consistent and customer friendly manner.

Reunification Services: Services that provide mechanisms to help displaced disaster survivors, including children, reestablish contact with family and friends.

Safe and Well: An American Red Cross online application that allows people affected by a disaster to list themselves as "safe and well." Family members can also view the messages left by their loved ones who have self-registered on this site.

Service animal: Any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability. (28 CFR § 34.104)

Shelter–in-Place: Individuals required to shelter in place, either in private dwellings, offices, shopping malls, or other sites that provide an isolated setting for either the individual's safety or for the safety of others.

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ACRONYMS

Acronym	Definition
ADA	American Disabilities Act
APHIS	Animal and Plant Health Inspection Service
ARC	American Red Cross
CBO	Community Based Organizations
CERT	Community Emergency Response Team
CDC	Centers for Disease Control and Prevention
CMS	Consumable Medical Supplies
CNCS	Corporation for National and Community Service
COAD	Community Organizations Active in Disaster
COP	Common Operating Picture
CPG	Comprehensive Preparedness Guide
CUSI-SL	Commonly Used Shelter Items and Services Listing
DC	Distribution Centers
DFA	Direct Federal Assistance
DME	Durable Medical Equipment
D-SNAP	Disaster-Supplemental Nutrition Assistance Program
EHPS	Emergency Household Pet Sheltering
EMAC	Emergency Management Assistance Compact
EMTALA	Emergency Medical Treatment and Active Labor Act
EOC	Emergency Operating Center/Emergency Operation Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESAR	VHP Emergency System for Advance Registration of Volunteer Health Professionals
ESF	Emergency Support Function
FBO	Faith Based Organizations
FDA	Food and Drug Administration
FEMA	Federal Emergency Management Agency
FIOP	Federal Interagency Operations Plan
FNS	Food and Nutrition Services
GSA	General Service Administration
HUD	Housing and Urban Development
HHS	Health and Human Services
HVAC	Heating, Ventilating, and Air Conditioning
IA	Individual Assistance
IA-TAC	Individual Assistance – Technical Assistance Contracts
ICA	Isolated Care Area
ILI	Influenza Like Illness
ISB	Incident Support Bases
JFO	Joint Field Office
JIC	Joint Information Center

Acronym	Definition
MASTF	Multi-Agency Sheltering Task Force
MC/EA	Mass Care/Emergency Assistance
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NARSC	National Animal Rescue and Sheltering Coalition
NASAAEP	National Alliance of State Animal and Agricultural Emergency Programs
NCMEC	National Center for Missing and Exploited Children
NDMS	National Disaster Medical System
NECLC	National Emergency Child Locator Center
NEFRLS	National Emergency Family Registry and Locator System
NEMIS	National Emergency Management Information System
NIMS	National Incident Management System
NGO	Non-Governmental Organization
NPSC	National Processing Service Center
NRF	National Response Framework
NSS	National Shelter System
NVRT	National Veterinary Response Team
PAS	Personal Assistance Services
PES	Peak Evacuation Shelter population
PIO	Public Information Officer
POD	Point of Distribution
PPE	Personal Protective Equipment
RRF	Resource Request Form
RTRL	Resource Tracking Library Tool
SART	Search and Rescue Teams
SNAP	Supplemental Nutrition Assistance Program
SME	Subject Matter Expertise
TSA	Transitional Shelter Assistance
UCG	Unified Coordination Group
USDA	U.S. Department of Agriculture
USACE	US Army Corps of Engineers
VMAT	Veterinary Medical Assistance Team
VMRC	Veterinary Management Response Center
VOAD	Voluntary Organizations Active in Disaster