



The City of San Diego

REPORT TO THE CITY COUNCIL

DATE ISSUED: November 10, 2008

REPORT NO: 08-165

ATTENTION: Ad Hoc Fire Prevention and Recovery Committee meeting of
November 10, 2008

SUBJECT: Status Report on Mega-Shelter Emergency Operations in the
City of San Diego

SUMMARY

THIS IS AN INFORMATION ITEM ONLY. NO ACTION IS REQUIRED ON THE PART OF THE COMMITTEE OR THE CITY COUNCIL.

BACKGROUND

Before Hurricane Katrina, most shelters consisted of schools, churches, and recreation centers. They were small facilities accommodating up to 300 persons, on average. Operational plans for mega-shelters, which could be an arena, stadium, convention center, or performing arts theater that is used to house thousands of evacuees before, during, or after a major disaster, did not exist.

For the first time in our nation's history, in response to the devastating natural events of Hurricanes Katrina and Rita, arenas, convention centers, and stadiums were used to accommodate tens of thousands of evacuees over eight weeks. The CAJUNDOME, which served as a mega-shelter in Lafayette, La., accommodated 18,500 evacuees during both events over 58 days and served 409,000 meals to evacuees and first responders. Houston's Reliant Park sheltered 27,100 evacuees over 22 days for Hurricane Katrina and over 15 days for Hurricane Rita. These disasters also demonstrated the need to expand the American Red Cross Shelter Operation Guidelines, which did not address mega-shelter operations.

In 2007, San Diego experienced a wide-scale natural disaster. As the October wildfires burned, hundreds of thousands of people were relocated to many various shelters around the County. Within the City of San Diego, the need to activate a mega-shelter was clear, and the site chosen was Qualcomm Stadium, a landmark City-owned facility located in a geographically central area of the City.

Operations at Qualcomm Stadium continued for four days and peaked at 12,000 evacuees on site at the busiest time. Qualcomm sheltered a cross section of the community. Special care was given so that all of the evacuees experienced individualized attention

based on their circumstances. Individuals all require customized care, including for example, persons with disabilities, elderly, those who were medically fragile, people with children, and people with large and small animals.

An After Action Report released by the City of San Diego in the months following the fires identified the need for a mega-shelter section to the City's Emergency Operations Plan Care and Shelter Annex. A team of City employees, all of whom played key roles during the 2007 operations at Qualcomm Stadium, was assembled to develop a mega-shelter section and an appendix specifically related to emergency sheltering operations at the Qualcomm location.

The draft mega-shelter plan is scheduled for completion at the end of this calendar year, 2008.

DISCUSSION

The mega-shelter plan is divided into two major components: the general plan and the appendices.

The City of San Diego's general plan is based on the International Association of Assembly Managers, Inc. (IAAM) mega-shelters best practices document produced in 2006. This document covers planning, activation, and operations in mega-shelters during disasters. The general plan component will become the mega-shelter section of the City's Emergency Operations Plan, Care and Shelter Annex (Annex G).

Each facility within the City that has been identified as an appropriate mega-shelter will require its own set of unique operational plans. Such plans are covered in separate individual appendices to the City's Emergency Operations Plan, Care and Shelter Annex. The first appendix to be completed will be for operations at Qualcomm Stadium.

The issue areas covered in each appendix include, but are not limited to, the following:

- Structural Site Assessments
- Floor Plans
- Evacuee Registration
- Medical Services
- Comfort Stations
- Child Care
- Incident Command
- Communications
- Food
- Donations
- Animal Care
- Facility Maintenance
- Volunteers
- Training Mega-Shelter Staff In Emergency Operations

- Security/Policing
- Traffic Control And Flow
- Parking
- Crowd Control
- American Red Cross Responsibilities, As Applicable
- Community Based Organizations Role, As Applicable
- Structure Contracts – Impacts To Business
- Structure Partners – Impacts To Partners

CONCLUSION

Disaster planning is a dynamic process. It takes dedication and a tremendous amount of coordination.

The City of San Diego is committed to the care and sheltering of its citizens, visitors, and others that may be in the region during a natural disaster. We will continue efforts to provide a safe, secure, clean, comfortable, and efficient environment for the people relying on us, as they face their most vulnerable moments.

Once the City's draft documents have gone through their internal review for technical accuracy, an interagency coordination effort will begin. As the City continues to strengthen and improve disaster preparedness, every day we are more prepared than the day before.

FISCAL CONSIDERATIONS: N/A

PREVIOUS COUNCIL and/or COMMITTEE ACTION: None

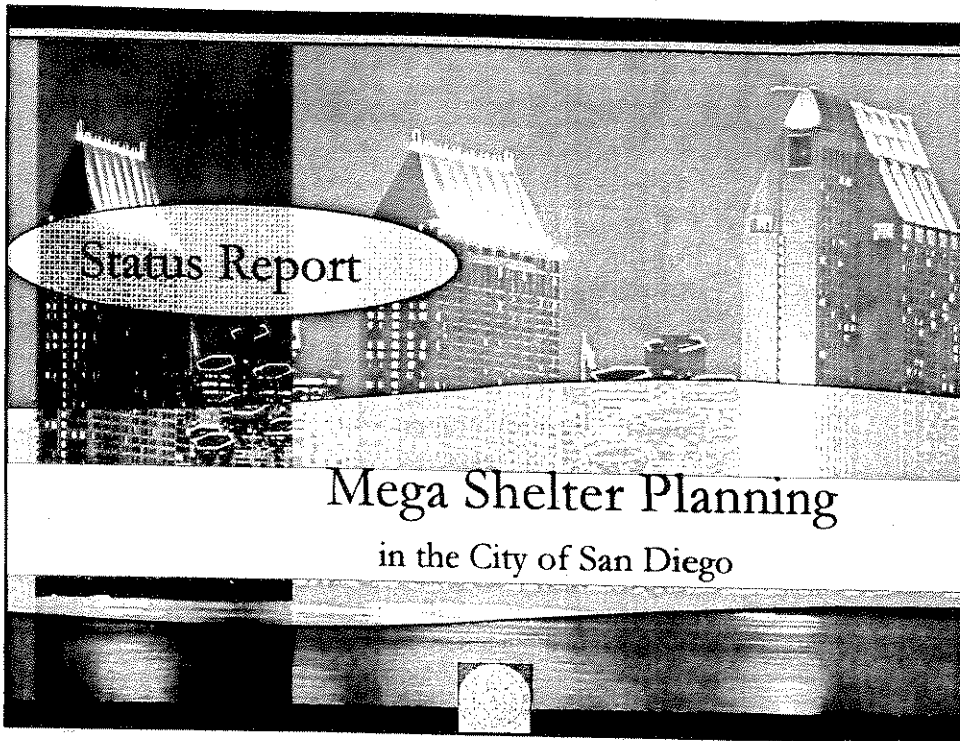
COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: This Plan is currently in draft format. In the coming months, applicable agencies and non profit organizations will be involved in review and development of various components. These organizations include, but are not limited to, the County of San Diego, American Red Cross, and Volunteer San Diego.

KEY STAKEHOLDERS AND PROJECTED IMPACTS: Citizens and employees.

Respectfully Submitted,


Customer Services Director


Deputy Chief Operating Officer

A presentation slide with a light background. The title "Most Shelters" is enclosed in an oval. Below it, the text "Consisted of:" is followed by a bulleted list: "•Schools", "•Churches", and "•Recreation Centers". At the bottom, a note states "Accommodating up to 300 persons on average" and "Mega Shelters did not exist at that time". On the right side, a circular seal is partially visible, with the text "OFFICE OF CALIFORNIA" around the perimeter.

Most Shelters

Consisted of:

- Schools
- Churches
- Recreation Centers

Accommodating up to 300 persons on average
Mega Shelters did not exist at that time

**For the First Time in
our Nation's History:**

- Arenas
- Convention Centers
- Stadiums

Accommodated tens of thousands of evacuees
Katrina demonstrated the need for Mega Shelters



October Wild Fires:

**Hundreds of thousands of people were
evacuated around the County**

The need to activate a mega shelter was clear

City-owned Qualcomm Stadium was chosen
Centrally located Mega Shelter



Qualcomm Stadium

Mega Shelter Operations:

- Operated for 4 Days
- Up to 12,000 Evacuees
- Individualized Attention

After Action Report:

- Need for Mega Shelter Plan
- Team of City Employees
- Develop General Section & Appendix

Drafts are scheduled for completion at the end of calendar year 2008



General Plan & Appendices

General Plan: Based on IAAM Best Practices

(will become part of Annex G)

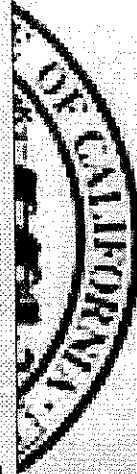
First Appendix: Qualcomm

There will be one appendix for each Mega Shelter
With unique operational plans for each



Issue Areas Covered
General Plan
Same Regardless of Site

- | | | |
|---|--------------------|---|
| <ul style="list-style-type: none"> • Mega Shelter Classifications, Definitions, and standards • Pre-Activation Procedure • Activation Procedure • Shelter Configuration • Shelter Personnel Organization/Roles | <p><i>PLUS</i></p> | <ul style="list-style-type: none"> • Basic Supplies List • Pre-purchased, contracts in place, donations • Action Plan • What needs to be done to implement Mega Shelter Plan and Appendices |
|---|--------------------|---|



Issue Areas Covered
Appendices –
Unique to Each Site

- | | |
|--|---|
| <ul style="list-style-type: none"> • Structural Site Assessments • Floor Plans • Medical Services • Comfort Stations • Child Care • Incident Command • Communications • Food • Donations • Animal Care • Facilities Maintenance | <ul style="list-style-type: none"> • Volunteers • Training Mega-Shelter Staff in Emergency Operations • Security/Policing • Traffic Control and Flow • Parking • Crowd Control • American Red Cross Responsibilities, as Applicable • Community Based Organizations Role, As Applicable • Structure Contracts – Impacts to Business • Structure Partners – Impact to Partners |
|--|---|



A Dynamic Process

The City of San Diego is committed to
care & sheltering

Now: Internal Review
(for technical accuracy)

Next Steps: Interagency
Coordination



Questions?

The Committee:

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