

2020

South Carolina Multi-Agency Shelter Transition Team & Shelter Transition Task Force Plan



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I. INTRODUCTION

The State of South Carolina uses designated task forces within the Mass Care team, such as the sheltering and feeding task force to coordinate and meet mass care needs during response operations. These task forces are activated on a case by case basis depending on the scope and scale of an event. By developing/implementing a Multi-Agency Shelter Transition Task Force (MASTTF) and Multi-Agency Shelter Transition (MAST) teams, South Carolina can effectively and efficiently transition clients resulting in a more effective use of critical needs assets.

II. PURPOSE

The purpose of the Multi-Agency Shelter Transition Team Plan is to provide a coordinated multi-agency system that identifies and works to address barriers that tend to prevent households within ESF-6 supported shelter operations from transitioning to housing solutions. Meeting this goal requires a well-coordinated, multi-agency, holistic approach to assist survivors in developing recovery plans and accessing needed resources.

III. SCOPE

This document provides a strategy for the transition of shelter residents to housing solutions. The MASTTF and MAST teams help the State and counties meet an obligation to their residents by providing coordination in transitioning survivors out of shelters and hotels and into a more permanent housing solution as soon as possible (*see Fig. 1*).

This document describes the coordination and implementation strategy for:

1. Establishment of a state-led MASTTF
2. Establishing scalable MAST teams

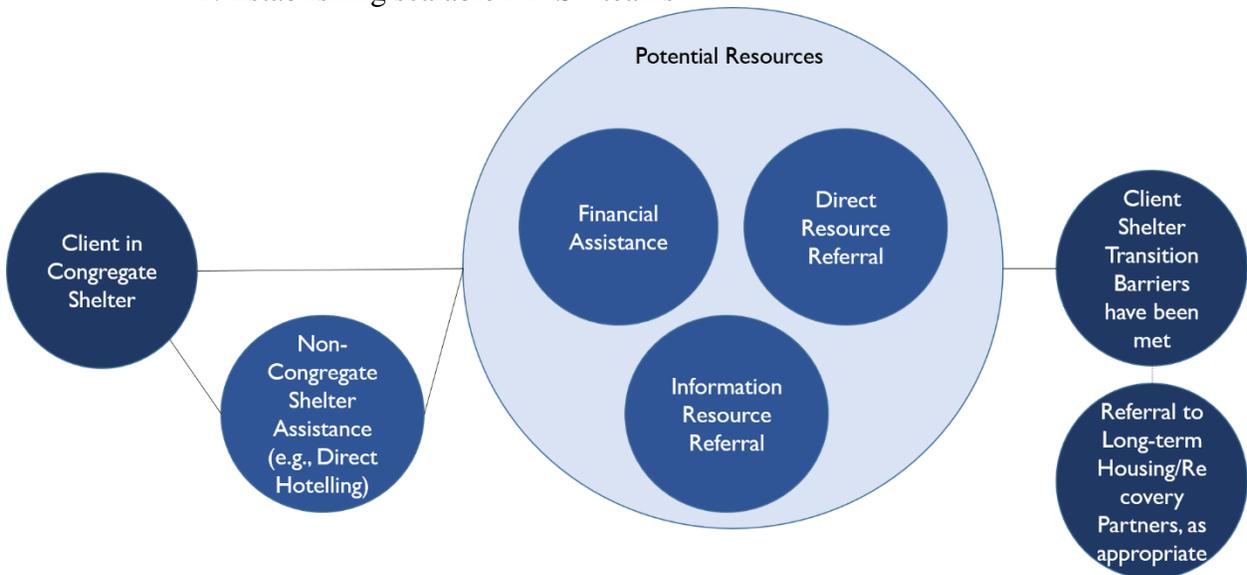


Figure 1: Client Shelter Transition Continuum

IV. SITUATION

The State of South Carolina is always at risk from the impacts of hazards that could create the need for extended sheltering operations because of a lack of immediate local capacity and resources to support survivors in returning to their pre-event housing status.

For examples of common transition barriers see section VI.

Historical Data (*see attachment 1 – Historical Data*)

V. ASSUMPTIONS

- A. Emergency management is a shared responsibility in collaboration with community and government partners. Responsibilities can include planning, resourcing, designating, opening, operating and closing of public shelters.
- B. Congregate shelters could be opened for an unspecified and extended period of time.
- C. A majority of shelters use schools, which need to return to normal operations as soon as possible.
- D. General population shelters are managed by the Red Cross (Red Cross-managed) or South Carolina Department of Social Services (partner-managed), while the Department of Health and Environmental Control (DHEC) manages medical needs shelters. Independent or “pop-up” shelters also may manifest during an event and are managed by a local community group (church or other organization).
- E. Long-term sheltering options may need to be considered.
- F. Facility options for shelters may be limited based on competition with other emergency recovery efforts such as local government continuity of operations/continuity of government (COOP/COG), etc., or by incident-related damage.
- G. Shelter residents might not have access to their homes for re-entry or inspection, which can cause a significant delay in the recovery process.
- H. There will likely be a shortage of long-term housing in or near affected areas.
- I. People with disabilities and access and/or functional needs may require additional support services and considerations in a sheltering situation.
- J. Some people will not be able to successfully transition from a shelter to another housing option without assistance.
- K. Some people may not want the assistance of a MAST team.

VI. CONCEPT OF OPERATIONS

A. General

1. All disasters begin at the local level where shelters are established before and/or immediately after an event to provide a safe and secure place for residents that need to evacuate or who are not able to remain in their homes. Many of these sites are opened in public facilities in the communities (e.g., schools). The life-cycle of a congregate shelter can be divided into distinct phases (*See Attachment 2 – Phases of Shelter Operations*). For shelterees that cannot transition out of the shelter post-event by themselves, shelter transition

teams may be of assistance. MAST teams are activated to enhance the level of assistance provided to ensure shelterees with expanded needs have the best chance of a more stabilized future post-event. Shelter Transition Operations occur concurrently within the “phases of shelter operations”.

2. Within the phases of shelter operations, MAST teams conduct shelter transition assistance operations to enhance the efficiency of shelter closure operations and to return facilities to pre-shelter usage [some initial transition services are provided as part of the normal shelter intake process]. Below is the operations strategy breakdown for transition operations.

B. Shelter Transition Operations

1. Step 1: MASTTF activation should occur between Shelter Operations phases 1 (Event Happens) and 2 (Population Declines), shortly after the population density of the shelter reaches its apex. The managing entity of a shelter requests assistance after it identifies that there is a population that is likely to have trouble transitioning out of the shelter post-event-based issues identified during in-processing and current information.
2. Step 2: The MASTTF should identify the number of needed MAST teams based on the number and locations of clients needing transition assistance. The MASTTF will activate individual teams as recommended by local request (*see. Fig.2*). This should occur around the same time as the shelter population plateaus between Shelter Operations phases 2 (Population Declines) and 3 (Population Plateau)
3. Step 3: Deployment of MAST teams will be coordinated between the MASTTF and identified shelter(s) (via shelter managers and the managing entity.)
4. Step 4: MAST intensive casework begins, and resources are identified for unmet needs.
5. Step 5: Shelterees’ pre-identified unmet needs are addressed, shelter closes, and MAST teams are de-activated

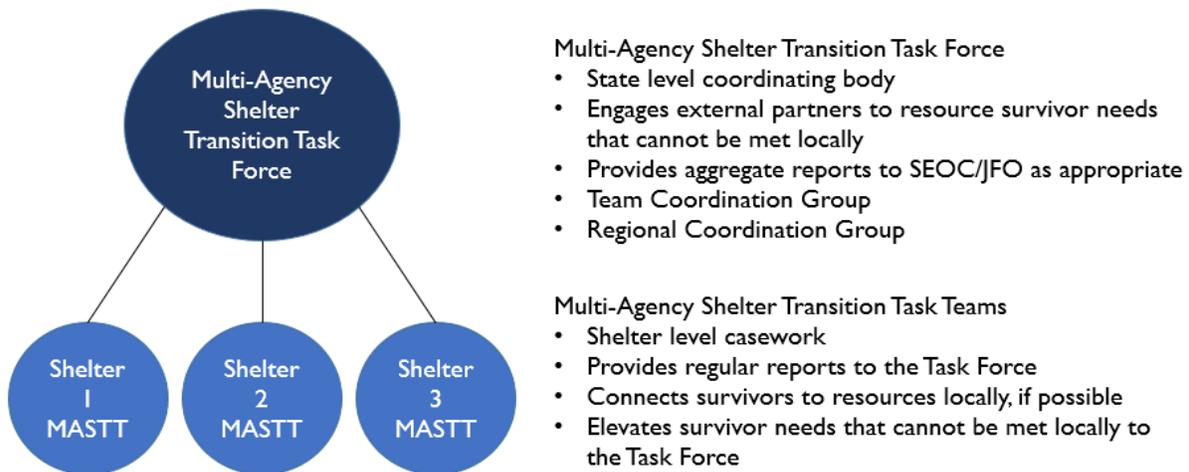


Figure 2: Shelter Transition Team Model

C. Shelter Transition Process

1. The process of shelter transition depends on the availability of services to meet the needs of the shelter residents. Services must be accessible to all shelter residents with and without disabilities or other access and functional needs. (*See attachment 3 – Transition Services*)
 - a. Common Transition Barriers:
 - Limited financial resources
 - Pre-disaster homelessness
 - Displaced population
 - Access and/or functional needs requirements
 - Non-homeowners/renters
 - Homeowners without insurance
 - Access to child care
 - Aging population
 - Personal reluctance to leave shelter
2. Many shelter residents have unmet needs that extend beyond housing alone:
 - a. Low income
 - b. Large families may be difficult to relocate together
 - c. Insufficient savings for move-in costs or deposits
 - d. May take several months to return to their homes (long term displacement), or minor home repairs may be needed to move back to pre-disaster home
 - e. Families may not want to leave local area because of children’s school locations or school system requirements
 - f. Lack of sufficient long term or short-term housing resources (particularly low-cost housing resources, no rentals, no hotels available)
 - g. Lack of food or being able to cook if the client moves into a pre-disaster home or interim hotel
 - h. Inability to find pet-friendly rental units
 - i. Time to search for alternate housing, may work second or third shifts or irregular hours
 - j. Lack of a valid form of personal identification
 - k. Inability to provide acceptable proof of occupancy and/or ownership
 - l. Lack of housing in close proximity to work and school
 - m. Lack of personal transportation
 - n. Lack of access to public transportation
 - o. Lack of email or phone to connect with family and friends for help, or a cell phone to make calls to insurance companies, etc.
 - p. Landlord and or building inspection issues
 - q. Ineligibility for Federal Emergency Management Agency (FEMA) assistance
 - r. Inability of lower-income homeowners to qualify for Small Business Administration (SBA) disaster home or personal property loans
 - s. Lack of Transitional Sheltering Assistance (TSA) hotels available and in proximity to services and daily activities
 - t. Inability to register for FEMA benefits or maintain awareness of status

- due to connectivity issues
 - u. May be waiting for FEMA, HUD, or insurance payments
 - v. Lack of temporary housing that accommodates pets
 - 3. Other issues that have hindered shelter transition effectiveness historically include:
 - a. Individuals with multiple transition challenges including medical issues or functional needs
 - b. Families or individuals not available
 - c. Families or individuals refuse to be interviewed
 - d. Family or individual housing status change
 - e. Family or individual refusing to share information
 - f. Exchange of information between partners
- D. Multi-Agency Shelter Transition team
1. MAST teams collaborate to identify and gather local resources to provide services including casework, housing resources/resource management, and program facilitation. A holistic casework process is implemented to provide shelter clients alternative housing arrangements and associated services to begin them on the path to recovery. This process requires close coordination with mass care service providers to effectively manage shelter services until all disaster shelter clients have transitioned to appropriate short/long-term housing options.
 2. The MAST team interviews the resident together. This allows the resident to limit re-telling their “story” to multiple possible service providers, reducing frustration and resulting in a better picture of their individual situation. It allows the team to formulate potential holistic solutions.

VII. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. MASTTF

- Identify prospective partners, who can assist in the formation of and participation on a MAST team(s) based on MASTTF assessment of locality and shelter needs.
- Establish integrated teams consisting of individuals staffed through Federal, state, local, non-governmental (NGO), and private sector partners.
- Identify and activate (if necessary) an appropriate and secure data collection methodology and tool for MAST team use.
- Prepare MAST team job aids to assist in the successful execution of the MAST team objective of assisting shelter clients in recovery and transition from the shelter. Provide just-in-time training for the MAST team(s) addressing purpose, objective, and tools necessary for successful implementation.
- Coordinate conference calls for regular check-in and information sharing with MAST teams.
- Compile data from the MAST team(s) into a format that is actionable and can be shared with senior leadership, Mass Care and ESF-6 partners.

- Assist state and local government with identifying strategies for providing long-term shelter.
- Identify barriers that would hinder the recovery process.
- Identify resources and programs that can be provided to shelter clients to assist them with their recovery.
- Provide overall coordination for the MAST team, as well as monitor and report on progress of the casework process and its impact on decreasing the population in the congregate sheltering environment.
- Coordinate challenging cases that may not be able to be resourced or solved at the MAST team level.
- Make recommendations on who else may be brought in to the MAST team and continue to update the state partners.
- Coordinate to ensure a successful transition of displaced shelter residents into a long-term and/or permanent housing solution.
- Track progress toward successful implementation of the plan.

MASTTF Structure

MASTTF (Multi-Agency Shelter Transition Task Force)	
TF Coordinator – South Carolina Department of Social Services	
County/State Government	NGO/Private
<ul style="list-style-type: none"> • South Carolina Department of Social Services (SCDSS) • South Carolina Department of Aging • South Carolina Department of Health and Human Services • County Social Services • County Housing Authority • Voluntary Agency Liaison 	<ul style="list-style-type: none"> • American Red Cross • Catholic Charities • Crisis Counseling/Mental Health • Local Faith-Based Organizations • Local Homeless Coalition • Legal Aid • The Salvation Army • Habitat for Humanity • ABLE SC
Private	Other Federal Agencies
<ul style="list-style-type: none"> • ESF-24 	<ul style="list-style-type: none"> • FEMA • HUD • USDA

Recommended MASTTF Composition (scalable depending on scope/size of event): JFO / State Support Cell:

- 2 Mass care specialists (i.e., American Red Cross, SC DSS)
- 1 Disability Integration Specialist (i.e., American Red Cross, ABLE SC)
- 1 NPSC IA Liaison (i.e., FEMA IHP)
- 1 Volunteer Agency Liaison (VAL) (i.e., SCEMD, FEMA)

B. Multi-Agency Shelter Transition (MAST) team

1. MAST teams will be assigned based on the scale of the incident and/or requests from the shelter managing entity. The MASTTF will determine the size and composition of each MAST team will vary by shelter and dependent upon the needs of the residents.
2. It is recommended that a limited team conduct the initial interview led by a single individual from a local agency (preferably a social service agency), FEMA Disaster Survivor Assistance (DSA), or a Red Cross caseworker. The interview notes should be recorded by the lead into the supplied data management tool.
3. Large shelters should have multiple teams deployed to them based on space (if available).
4. The data as recorded by the interview team should be collated and submitted to the full MAST team for coordination of potential solutions.
5. The composition of the core shelter transition teams should include agencies and organizations listed in the SCEMD EOP Annex-6.
(See attachment 4 – Organizational Capabilities)
6. Interview shelter clients to determine pre-event housing situation and barriers preventing the client from transitioning out of the shelter
7. Provide information and updates regarding agency-specific programs and services (such as application processing information for FEMA Disaster Assistance)
8. Be aware of potential programs and services that might be used to overcome barriers
9. Direct clients to these programs and services
10. Determine barriers that need larger local, state or federal involvement to solve and direct to the Shelter Transition Task Force for resolution

MAST Team Structure

MAST (Multi-Agency Shelter Transition) Teams	
Team Coordinator – South Carolina Department of Social Services	
County/State Government <ul style="list-style-type: none"> • County Mass Care • County Social Services • County Housing Authority • HUD Continuum of Care • South Carolina Department of Social Services • Area Councils on Aging • South Carolina Department of Health and Human Services • Department of Motor Vehicles • Voluntary Agency Liaison 	NGO/Private <ul style="list-style-type: none"> • American Red Cross • Catholic Charities • Crisis Counseling/Mental Health • Local Faith-Based Organizations • Local Homeless Coalition • Legal Aid • The Salvation Army • Habitat for Humanity
Private <ul style="list-style-type: none"> • Real Estate Association 	Other Federal Agencies <ul style="list-style-type: none"> • FEMA (IA Application Services Program Specialist) • HUD • USDA

Recommended MAST Team Composition (depending on need and available members):

If personnel cannot support in person, off sight support is acceptable:

- 1 FEMA app services crew lead
- 1 Red Cross Client Casework lead
- 1 DSA crew lead
- 1 DHEC liaison
- 1 Disaster Case Management Representative

C. Case Management

1. Conduct case management consistent with established Disaster Case Management (DCM) principles in the following stages: (*see Attachment 5 – Case Management*):

- a. *PHASE 1 (Planning)* - Gather the following information from clients to match need with agency/organizations capable of providing needed resources.
- b. *PHASE 2 (Coordination)* - The Task Force will collaborate to identify and provide a wide range of services to include: casework, case management, housing resources/resource management and program facilitation. The primary system utilized for case management

coordination is the American Red Cross Coordinated Assistance Network (CAN).

- c. *PHASE 3 (Implementation)* - It is recommended that a minimum of three field teams consisting of three to four individuals each be established to conduct site visits and interviews with survivors. Depending on projected number of field interviews and/or date for completion of the casework process under the task force, the number of teams can be adjusted.

VIII. DIRECTION, CONTROL, AND COORDINATION

A. This plan falls under the coordination of ESF-6 and the coordinating agency SC Department of Social Services (DSS).

B. Reporting

1. The MASTTF and MAST teams must identify the following information to ensure focused efforts are conducted without duplication of effort.

- a. Determine jurisdiction or jurisdictions for the team's actions (city or county).
- b. Determine number of open shelters and number of residents by shelter.
- c. Determine status of Individual Assistance (IA) and Public Assistance (PA) declaration needs and requests and any available Federal Individuals and Households Program support.
- d. Determine availability of State housing resources.
- e. Determine County and local housing resources available.
- f. Determine Federal housing resources available (i.e., USDA Rural Development).
- g. Ensure information sharing processes/agreements are in place.
- h. Determine if FEMA Applicant Services has visited all shelters and all occupants have registered with FEMA or do not wish to register with FEMA.
- i. Determine percentage of shelter residents that have registered with FEMA, if applicable.
- j. Of those who have registered:
 - Determine percentage are eligible for Transitional Sheltering Assistance (TSA)
 - Determine percentage that have received rental assistance and other forms of IHP financial assistance.
 - Determine percentage that are unable to provide proof of legal occupancy.
 - Determine percentage that were homeless pre-disaster.
- k. Determine number and location of hotels participating in the TSA program and how many applicants are in each.
- l. Ensure that a process has been established on how inspections will be prioritized for disaster shelter residents to receive temporary assistance in support of the shelter transition

- m. Determine agencies providing casework or case management in shelters.
- C. Once the MASTTF and MAST team representatives have agreed to the above conditions and resources, field MAST teams need to begin organizing the following data from shelter clients to match the right resources with the unmet needs. (*see Attachment 5 – Case Management*)

IX. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

- A. MAST teams must be able to collect information, share it with partner organizations, and disseminate it to agencies/organizations capable of filling client needs. It is crucial that clients understand information sharing is in their best interest, so MAST teams can match them with the best agency/organization that can fulfill their need.
- B. MAST teams will give the utmost consideration to the sensitivity of information/data that they collect from clients and only share in accordance with client's wishes. All information related to case management is sensitive in nature. It is preferred to refer to clients by an assigned number rather than names during communications to safeguard identities to the extent possible.

X. COMMUNICATIONS

- A. Conference Calls – The teams will have a brief morning conference call (daily) to address any immediate changes to schedules or safety concerns.
- B. Teams will provide a short narrative outlining trends, observations, concerns, and additional support required. Once the MASTTF determines that the number of unmet-need clients is sufficiently low, individual cases will be reviewed daily until clients have transitioned out of shelter into a stabilized plan for housing.

XI. ADMINISTRATION, FINANCE, AND LOGISTICS

- A. Administration – In accordance with ESF-6 SOP/Annex.
- B. Finance – In accordance with ESF-6 SOP/Annex
- C. Logistics – Below is a list of recommended equipment that will ensure data collection and communications access for MAST field teams.
 - 1. Equipment (per field team):
 - 1-2 hot spots
 - 1-10 cell phones for applicant use
 - 1 printer /scanner combos
 - Power strips for equipment
 - Extension cords
 - Printer paper

- Ink (for printer/scanners)

XII. PLAN DEVELOPMENT AND MAINTENANCE

ESF-6 will maintain, update, and distribute all changes to this plan. At a minimum, ESF-6 and the respective/supportive agencies and organizations will review this plan and its attachments on an annual basis accounting for changes in the operational environment, organizational design, and technology innovations and will update them as necessary.

XIII. AUTHORITIES AND REFERENCES

- A. [National Mass Care Strategy](#)
- B. Concept of Operations North Carolina Shelter Multi-Agency Transition Task Force
- C. NC MASTT Shelter Transition Plan Draft.docx
- D. Florida MASTT Plan (Shelter Transition Plan) November 2018
- E. FEMA/American Red Cross Presentation “Multi-Agency Shelter Transition - The Evolution of Shelter Transitioning” – National Hurricane Conference, March 2018
- F. SC Multi-Agency Sheltering Task Force Strategy Attachment to Annex I of the SCEOP

ATTACHMENT 1

HISTORICAL DATA

Shelter Statistics Last 7 Events

<p style="text-align: center;">Joaquin (2015)</p> <ul style="list-style-type: none"> • 1,237 Peak Population in 62 Shelters • The maximum time that a shelter was open was for 11 days • 7 shelterees in 2 Medical Needs Shelters <p style="text-align: center;">Hermine (2016)</p> <ul style="list-style-type: none"> • 5 Peak Population in 3 Shelters • The maximum time that a shelter was open was for 3 days <p style="text-align: center;">Matthew (2016)</p> <ul style="list-style-type: none"> • 8,440 Peak Population in 98 Shelters • The longest was open for 22 days • 123 shelterees in 9 Medical Needs Shelters • The maximum time that a MNS was open was for 26 days <p style="text-align: center;">Irma (2017)</p> <ul style="list-style-type: none"> • 1,214 Peak Population in 30 Shelters • The maximum time that a shelter was open was for 4 days • 24 shelterees in 5 Medical Needs Shelters • The maximum time that a MNS was open was for 2 days 	<p style="text-align: center;">Florence (2018)</p> <ul style="list-style-type: none"> • 8,573 Peak Population in 109 Shelters • The maximum time that a shelter was open was for 19 days • 162 shelterees in 13 Medical Needs Shelters • The maximum time that a MNS was open was for 23 days <p style="text-align: center;">Michael (2018)</p> <ul style="list-style-type: none"> • 75 Peak Population in 16 Shelters • The maximum time that a shelter was open was for 2 days <p style="text-align: center;">Dorian (2019)</p> <ul style="list-style-type: none"> • 2834 Peak Population in 41 Shelters • The maximum time that a shelter was open was for 6 days • 58 shelterees in 5 Medical Needs Shelters • The maximum time that a MNS was open was for 7 days
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** Statistics provided courtesy of the Red Cross 2019 & represent the statewide sheltering efforts during events noted (to include independent and/or ad-hoc/pop-up shelter

ATTACHMENT 2

PHASES OF SHELTER OPERATIONS

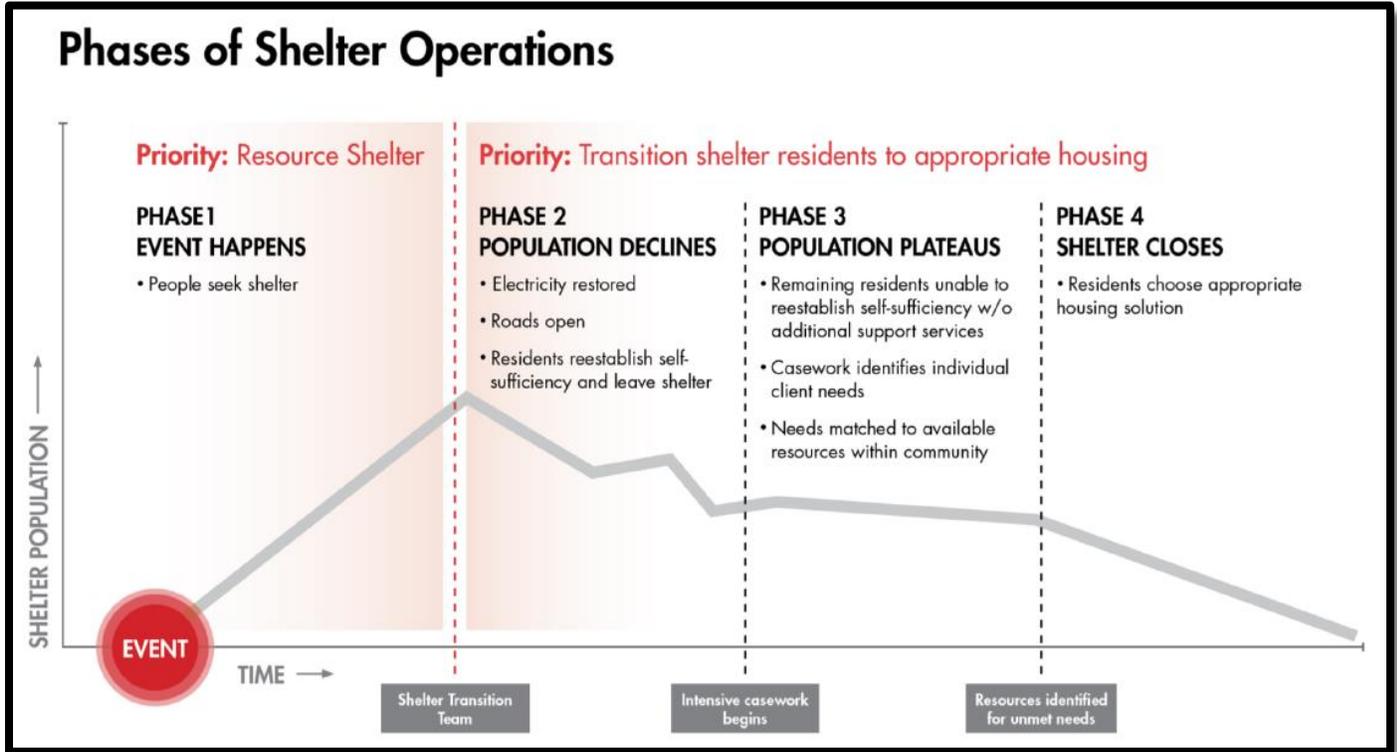


Figure 2: Phases of Shelter Operations

Phases of Shelter Operations (explained with MASTT concept)

Phase 1: Event Happens

Local emergency management agencies direct residents to pre-identified accessible and safe shelter facilities. Populations increase rapidly at the beginning of event as populations seek immediate shelter.

Shelter Transition team casework begins at client intake in processing to identify potential barriers/unmet needs of clients which could hinder successful transition out of the shelter network.

Phase 2: Population Decline

The shelter population peaks and begins to decline with the reduction of the hazard threat. Clients who can return to their homes safely will do so. Those that remain in the shelter typically fall into three groups: individuals with damaged and/or inaccessible housing, pre-disaster precariously housed, and pre-disaster homeless. Shelter staff will meet with the shelter clients to connect them with needed resources. Some shelter clients will be able to

find appropriate housing solutions quickly while others will require more intensive casework. In post-impact situations with large shelter populations and significant loss of housing stock, creation of a Shelter Transition Task Force may be warranted.

Begin Intensive casework once populations begins to level off, essential utilities restored, and roads are open allowing departure of clients to verify their current housing status versus pre-event status.

Phase 3: Population Plateau

Begins when the shelter population plateaus leaving shelter clients with more complex or compound barriers preventing them from leaving the shelter that require more intensive casework and assistance. A baseline of shelter resident's needs assessed on the Shelter Resident Assessment (SRA) form will be compiled to identify needed team members on the MAST to address resident's individual needs. In anticipation of this phase, the Shelter Transition Task Force, working with the local jurisdiction(s) and the principal stakeholders, ensures that an adequate number of caseworkers are identified and deployed to the shelters (MAST teams). Intensive casework by the MAST is necessary to transition the remaining shelter residents to more permanent housing.

Phase 4: Shelter Transition

Begins when the shelter populations have barriers identified on the SRA being met by either local community resources or by intensive casework by the MAST. The shelter residents have an individualized transition plan to promote their overall recovery and can transition from the shelter to alternate housing solutions. The remaining shelter residents prioritize their needs and choose from among the available housing solutions. To achieve this successful outcome, the resources identified through the intensive casework and the efforts of the MAST are matched to the unmet needs of the shelter residents.

Phase 5: Shelter Closing

Shelter residents individualized transition plans have been activated and all residents' transition needs have been met. Once all shelter residents have transitioned to their selected housing solution, the shelter can be closed.

NOTE: This pattern occurs regardless of the type of event or size of the shelter

ATTACHMENT 3

SHELTER TRANSITION SERVICES

The process of shelter transition depends upon the availability of services to meet the specific needs of the shelter residents. These services, including but not limited to those are listed below.

NOTE: All services must be accessible to all shelter residents with and without disabilities or other access and functional needs.

Shelter Transition Service	Description of Service
Immediate Sheltering	Provides community based, general population disaster sheltering.
Disaster Casework	Provides emergency crisis assistance and referrals for disaster survivors and their families.
Disaster Case Management	A time-limited process that involves a partnership between a case manager and a disaster survivor to develop and carry out a Disaster Recovery Plan. The federal program provides funding and technical assistance to ensure holistic services to disaster shelter residents.
Social and Support Services	A broad range of community services that may assist with housing, healthcare, substance abuse/addiction, mental health and other supportive services.
Short Term Housing	Non-disaster related housing including homeless shelters, Single Room Occupancy (SRO), and temporary sheltering programs.
Transportation services	Includes fixed route transportation; para transit services; bus tokens; and subsidized programs.
Children’s Services	Includes counseling, advocacy, and getting shelter residents back to the pre-disaster routine of school.
Financial Assistance	Financial help for disaster caused needs, including but not limited to: moving deposits, utilities, replacement fees (license, deeds, insurance), DME (Durable Medical Equipment), child care (limited to supporting a family’s need while attending to health-related appointments or recovery-related activities), transportation, food, clothing and household items.

Area Agencies on Aging & Services	Provides access to programs and services for older persons at the local level.
Functional and Access Needs and/or Disability Services	Includes para transit information and referral; assistance with replacement of durable medical equipment and other assistive and adaptive technologies; restarting home and community-based services; case management support; integration into all programs currently available to disaster survivors; and technical assistance.
Feeding Assistance	Includes mobile and fixed feeding, Federal Disaster Shelter Nutrition Assistance Program (DSNAP), Local Food & Nutrition Service (FNS) disaster feeding assistance, Food Banks, and bulk distribution of food supplies.
Unmet Needs	Includes food, clothing, shelter, first aid, and long-term needs such as financial, physical, emotional or spiritual well-being.
Document Retrieval	Includes retrieval of Drivers Licenses, Social Security Cards/Award Letters; Deeds, leases, and other lost documents that prevent shelter residents from transitioning out of the shelter.
Protection and Advocacy	Includes support for adults and children with disabilities in exercising their legal rights, which help to ensure the health and safety of certain shelter residents.
Information Sharing	Includes the exchange of relevant information between disaster relief agencies including legal doctrine between Federal, State, and NGO partners.
Veterans Services	Includes access to information about services specific to veterans and their families.
Pet and Animal Services	Includes access to information and services specific to individuals with unmet needs related to pets and animals.

ATTACHMENT 4

ORGANIZATIONAL CAPABILITIES

FEDERAL	
FEMA Applicant Services	Can access the shelter resident’s case file in the FEMA System, and help shelter residents understand the status of FEMA application and assistance and assist throughout the grant process.
FEMA Mass Care	Provides essential assistance, including life-sustaining services, after a major disaster to meet immediate threats to life and property, including congregate, non-congregate, and transitional sheltering; feeding; reunification services; distribution of emergency supplies; rescue, transportation, care, shelter and essential needs of household pets and service animals; mass evacuation; support to children and adults with disabilities and others with access and functional needs in congregate facilities; warehousing and distribution of donations; emergency residential roof covering; and emergency repair of primary residences damaged as the result of a disaster.
FEMA Voluntary Agency Liaison (VAL)	Connects with community organizations and agencies that may be able to provide shelter residents with assistance to help return to the community.
FEMA Disability Integration	Works closely with Red Cross Disability Integration to advise the sheltering team around the broad range of issues related to serving people with disabilities and those with access or functional needs requiring reasonable accommodation.
HUD (Housing and Urban Development)	Assists with shelter residents who may be displaced from subsidized homes and assist with rehousing.
Social Security Administration (SSA)	Provides shelter residents with copy of Social Security Card or SSI/SSDI award letters that may be needed for housing options.
USDA Rural Development	Provides assistance through multiple programs including, but not limited to: Farm Labor Housing Direct Loans & Grants, Household Water & Well System Grants, Individual

	Water & Wastewater Grants, Multi-Family Direct Loans, Special Evaluation Assistance for Rural Communities and Households, Single Family Housing Direct Home Loans, Socially-Disadvantaged Groups Grants to name a few.
Veterans Services	Organizations knowledgeable of veteran specific programs that may include transportation, housing, financial assistance, health care support, assignment of a service animal, access to durable medical equipment, employment assistance, or other crucial programs.

STATE / LOCAL / PRIVATE	
Area Agencies on Aging	Established under the Older Americans Act (OAA) in 1973 to respond to the needs of Americans 60 and over in every local community. There are over 670 Area Agencies on Aging around the country. Services include Meals on Wheels; day programs and other aging services; Alzheimer’s support, information and referral; and elder abuse issues (Adult Protective Services.)
Businesses Associations	Provide access to Chambers of Commerce, realtors & rental companies familiar with local housing availability, hotel rooms or other localized business services including availability of contractors for home repairs.
County Social Services agencies	Local versions of statewide programs that determine eligibility, perform screening or provide access to public assistance programs.
Child Welfare agencies	Social, welfare, and education agencies that can provide support to families with children.
Developmental Disabilities Council/Regional Center	Agencies that traditionally provide resources and services to individuals with developmental disabilities.
Department of Motor Vehicles (DMV)	Can provide copies of driver’s license and other government identification needed after being lost or destroyed following the event.
Independent Living Centers (ILC/CIL)	CILs are community-based, cross-disability, non-profit organizations that are designed and operated by people with disabilities. Services available at all ILCs include: peer counseling; housing assistance; assistive technology

	information; employment assistance; access to Protection and Advocacy agencies; and transition services, systems and self-advocacy tools.
Legal Services	Provide assistance with landlord/tenant issues; civil rights violations or other legal issue; and information and referral.
Local Housing Authority/State Housing Authority	Provides access to housing programs such as HUD, Section 8, other specialized federal programs, rentals and subsidies.
Protection and Advocacy (P&A)	The Protection and Advocacy (P&A) System and Client Assistance Program (CAP) comprise the nationwide network of congressionally mandated, legally based disability rights agencies. P&A agencies have the authority to provide legal representation and other advocacy services, under federal laws, to all people with disabilities. They may provide these services to shelter residents with disabilities who may be at greater risk of abuse or transfer to a more restrictive setting following a disaster.
State or Local Lead Housing Task Force	These task forces in many cases have already been discussing systematic housing issues and needs of the community and may already have made progress at identifying housing options prior to the disaster.
State Health and Human Services	These agencies assist residents with access to a variety of benefits including social service, food programs, employment assistance and other statewide programs.

VOLUNTEER ORGANIZATIONS	
Homeless Coalition	May provide homeless shelters, housing programs, clothes and other daily need support, or connection to mental health and substance abuse resources.
Voluntary Organizations Active in Disaster/Community Organizations Active in Disaster (VOAD/COAD)	Work together prior to disasters to prepare for the needs of community members following a disaster and can be engaged to jump start the transition process. VOADs/COADs in many cases can quickly bring assistance to the table for shelter residents such as muck out, transportation, furniture, and assistance with other unmet needs.

<p>American Red Cross</p>	<p>Has congressional charter requirements to carry out responsibilities delegated by the federal government. Among these responsibilities is to maintain a system of domestic and international disaster relief, including mandated responsibilities under the National Response Framework coordinated by the Federal Emergency Management Agency (FEMA). Red Cross is the lead for Disaster Sheltering under the National Response Framework (NRF).</p>
<p>Catholic Charities</p>	<p>Plays a major role in recovery as one of the leading agencies providing Disaster Case Management. Catholic Charities has grown in capacity to collaborate with the wider community and provide recovery assistance to those impacted by disasters.</p>
<p>The Salvation Army</p>	<p>Provides relief services to communities impacted by both natural and man-made disasters until the service is no longer needed by the community. When initiating a disaster relief operation, the first aim is to meet the basic needs of those who have been affected, both shelter residents and first responders.</p>
<p>Transportation providers</p>	<p>Provide fixed route transportation (buses, trains) and paratransit services for individuals with disabilities; subsidized program application.</p>
<p>Faith Based Community</p>	<p>Provides a wide range of support for shelter residents including immediate shelter, food and nutrition, clothing, household items, and partner with Long Term Recovery Groups.</p>
<p>VOADs via Long Term Recovery Groups (LTRGs)</p>	<p>Coalition of voluntary agencies that can assist throughout the sheltering process into long term recovery.</p>

ATTACHMENT 5

CASE MANAGEMENT

Case Management

For most events that will require the implementation of MAST, the State of South Carolina may apply to FEMA for Disaster Case Management (DCM) if requested by MASTTF. This program is managed through the Individual Assistance Program, therefore officially takes the casework from response into recovery. Once DCM is approved and implemented, the program will transition the MAST client cases that remain into its caseload and MAST will demobilize. This document aims to adhere to principles established under the DCM Program.

Case Management should be conducted in the following phases:

PHASE 1 (Planning) - Gather the following information from clients to match need with agency/organizations capable of providing needed resources.

Basic Applicant Information (including address of disaster damaged dwelling, household income level and source, and identified head of household) (*See Attachment 4 - sample data gathering tool*)

- Owner/Renter
- Does the applicant need or require Transportation? (is the need pre-disaster or disaster caused)
- Is the household willing to relocate (temporarily or permanently)?
- Current FEMA- (eligibility status)
- Insurance status (type of coverage, what settlement will cover [amount and type of work])
- Is the applicant a current recipient of subsidized housing?
- Is the survivor receiving disaster recovery assistance from any other entities or public assistance programs?
- Other effects on individuals and families (unemployment)
- If applicable, nature of dwelling repair needs
 - Does the dwelling require additional repairs to restore it to pre-disaster condition?
 - If needed, what type of work is required beyond that covered by insurance or completed through Voluntary Organizations?
- Family composition and size
 - Are there members of the household with access and functional needs, which will need accommodation in a temporary or permanent housing option?

- Needs of households based on other vulnerable populations (i.e. elderly, low income, disabled, limited English proficiency)
- Are there children in the household composition?
 - If yes how many in the following age ranges (0-2 yrs., 3-6 yrs., 7-12 yrs., 13-17 yrs.)
- Are their household pets in the household composition?
 - If yes, would you consider fostering or boarding options as a temporary solution for their care while displaced?
- What steps has the survivor taken to plan for and secure needed housing resources?

Helping the family to identify and connect them with available resources needed to address other goals that will support long term housing stability (financial assistance, food banks, medical care, school supplies, etc.) is critical. It is also increasingly important to connect survivors to services that will facilitate securing employment.

The team should review information available from FEMA applicant files and explore the full range of housing options that are available and determine which will best meet the needs of the disaster survivors on a case by case basis. Currently, there are many disaster survivors that have unmet needs that extend beyond housing alone. To address these needs, a holistic approach to identify and link survivors to other services available in the community that address multiple life domains across home, school, community and culture must be considered.

PHASE 2 (Coordination) - The Task Force will collaborate to identify and provide a wide range of services to include: Casework, Case Management, Housing Resources/Resource Management and Program Facilitation.

Reporting and Meeting Requirements

- 1st Kick off Meeting –Date, time & location (Kick-off meeting date is)
- Established dates for follow-on meeting dates/time for the Task Force.
- Once field teams are deployed, the MASTTF will convene daily conference calls with all identified stakeholders to discuss trends, issues and accomplishments. (Time of calls TBD but should be late afternoon time frame).
- Daily reports will be collected, consolidated, and distributed to task force members by FEMA IA Information Management
- Task Force analysis of reports determines next steps, transition progress, need for additional resources and/or partners
- Depending on the size of the MASTTF, there may be a need for a leadership coordination cell, this need to be determined once MASTTF membership is approved.

Data Sharing:

- The task force will determine the best methods for the collection, analysis, and sharing of information and aggregated data resulting from the team(s) meetings with applicants/clients (taking into consideration the Privacy Act, other relevant statutes/ordinances, and agency internal policies). This will ensure that all survivors' Personal Identifiable Information (PII) is protected.

(Stakeholders should be encouraged to develop Memorandums of Understanding and take other such efforts that result in the sharing of client information. This will expedite the provision of recovery assistance to clients)

PHASE 3 (Implementation) - It is recommended that a minimum of 3 Field Teams consisting of 3-4 individuals will be established for the purpose of site visits and interviews with survivors. Depending on projected number of field interviews and/or date for completion of the casework process under the task force the number of teams can be adjusted.

Once teams have been identified, a daily schedule should be established for site visits to shelters.

Post Disaster/ Re-entry Shelters

- Identify individuals and families at shelter locations for field team contact
- Teams should coordinate with shelter staff to establish a schedule for daily visits and meeting space in shelter to provide privacy for interviews.
- Identify meeting space, in consultation with hotel staff that will provide privacy for the one on one interview with survivors.
- Conduct interviews with survivors.
- Determine requirements and resources for household pet owners.
- Assess requirements for applicants with access and functional needs.
- Identify disaster-related unmet needs. Assist with the development of long-term and permanent housing plans.
- Assess data collected and use the resource list (available housing, service providers,) to explore all housing options to determine best solution to meet applicants need.
- Intensify housing resource identification efforts. Additional assets should be applied towards rental resource identification until sufficient verified resources have been identified to provide referrals to the projected total need.
- Difficult cases should be taken back to the task force group for further discussion and to explore other options that would be appropriate to address the applicant's needs.
- Maximize available housing units by implementing rapid repair programs to help people get back to their homes and reduce reliance on interim housing.
- Ensure communication capability for visits (hotspot, cell phones, network access, connectivity etc.)

Maximize the use of rental resources:

Use of available housing stock within the affected communities is always the preferred means of meeting disaster-related temporary housing needs. For those communities with available rental resources, a commuting distance of 50 miles is considered reasonable.

Several forms of case work and case management should be synchronized to form a common operating picture:

- ARC, through relationship with DEM
- Disaster Case Management grant through State
- Catholic Charities
- FEMA Applicant Services
- County agencies such as DHS, DSS

Sample Standardized format for data collection Tool

Last Name (Primary Client)	First Name	Mobile Phone	Address	Zip Code	# Adults (18+)	# Children (Under 18)	Pets	Date In	Date Out (projected)	DA Major/Destroyed (Client-reported)	FEMA Registered (non-TSA)	FEMA Registered (TSA)	Has Vehicle	Additional Needs	Eligible for Gov't Programs	Insured	Type of Insurance	Pre-Disaster Housing Status	Recovery Gaps	Consent to Share	Action Plan	Action Plan Estimated Date	Notes	
Sample	Entry	xxx-xxx-xxxx or None	xxx Street, Unit	xxxxx	2	4	Y/N	xx/x x	xx/xx	Y/N	R=Received, P=Pending, N=Not registered, D=Denied		Y/N	HS, DMH	HUD, VA, Other	Y/N	F=NFIP R=Renters H=Home-Owners OT=Other	O=Owner, R=Renter, H=Homeless, PH=Precariously Housed, OT=Other	NH=Needs New Housing, TH=Needs Temp Housing, HR=Ongoing Home Repairs, T=Needs Transportation, U=Needs power/utilities, OT=Other	Y/N	TSA THU Family Return to Home	xx/xx for planned exit	xx/xx: follow-up notes or add'l info	

Development and use of Shelter Casework Data Collection Tool

The purpose of the data collection tool is to have a standardized set of data to easily share across partners (when data sharing agreements are in place) and to produce standardized high-level reports on shelter population and unmet needs. While casework recording tools will likely capture the full picture and narrative for each shelter client, this tool is designed to capture actionable information to support leadership decision making. Additional narrative information can be included as needed.

Suggested fields for the shared data collection tool:

- Client Last Name, First Name

- Usually the Head of Household, may be different than the HOH collected by government or other agencies, therefore will need to use address and/or phone to match records
- Mobile phone
 - Often clients/survivors do not have access to their phones, either temporarily or permanently, therefore, the data tool should capture the phone number that can be used to reach them in the shelter, but also useful to capture their pre-disaster phone number or alternate phone in the notes column
- Address/Zip
 - Primary home or last known address; important to capture the unit number
- Adults/Children
 - Input the number of family members who will be living in the same home when they depart the shelter
- Pets
 - Input the number of pets who will be living in the same home when they depart the shelter
- Date In/Date Out (projected)
 - Input the dates they arrived and exited the shelter. You can input the projected dates using parenthesis or just input the projected date in Action Plan Estimated Date.
- DA Major/Destroyed (Client reported)
 - Input the client's response to the damage assessment to the home, may need to determine the level of damage by comparing to FEMA DA classifications.
- FEMA registered (TSA and non-TSA)
 - Input the client's response to the status of FEMA registration. If Transitional Sheltering Assistance (TSA) has been approved for the disaster, then add/keep the column for TSA and report status.
- Has Vehicle
 - "Yes" should refer to someone who has a working, accessible vehicle. "No" can include those that have a vehicle that cannot be used due to storm damage or inaccessibility due to the event
- Specific Individual Needs
 - Open field that can refer to access and functional needs, health services, disaster mental health, etc.
- Eligible for Gov't programs
 - Open field that can refer to government programs such as HUD assistance, Veteran's Affairs, or state programs
- Insured/Type of Insurance
 - Refers to insurance on the pre-disaster dwelling, listing type of insurance; can be combined or separated for easier sort and analysis
- Pre-Disaster Housing Status
 - Input a code/letter for each type of status (e.g. O=Owner, R=Renter, H=Homeless, PH=Precariously Housed, OT=Other)
- Recovery Gaps
 - Input a code/letter for each type of status (e.g. NH=Needs New Housing, TH=Needs Temp Housing, HR=Ongoing Home Repairs, T=Needs

Transportation, U=Needs power/utilities, OT=Other). Keep in mind that each client will likely have multiple recovery gaps; input the highest need/limiting factor that is preventing the client from leaving the shelter (most often lack of housing).

- Consent to Share
 - Ask the client if they consent to share their data with other partners providing support to disaster survivors; very Important as this consent is required to share the individual data for joint casework
- Action Plan/Action Plan Estimated Date
 - Input the client's action plan and estimated date for implementing plan for leaving the shelter; can be narrative or codes depending on the data needs; will need to be updated after each check in with the client

ATTACHMENT 6**SHELTER TRANSITION DURING PUBLIC HEALTH EMERGENCY**

Considerations for shelter transition during a public health emergency:

- During times of a public health emergency, Shelter Resident Transition will be delivered virtually
- A higher percentage of disaster-affected clients will have pre-disaster needs due to economic, childcare, housing, and other public health emergency related impacts
- Information management and the sharing of information will be paramount to ensure the residents needs are met in this virtual environment
- Shelter Resident Transition Caseworkers must help clients understand that the shelter, either congregate or non-congregate, is temporary. This is particularly important during non-congregate shelter operations, such as hotels
- Shelter residents transitioning to a family member's or friend's home may need additional education from local public health authorities or Disaster Health Services on how to safely isolate
- Shelter Resident Transition work is conducted in a virtual environment
 - All Shelter Resident Transition workers must be able to facilitate a quiet working environment, along with possessing a computer, internet access, CAS 2.0 account, email address, phone, comfortable chair, and desk
 - Shelter Resident Transition workers have a direct supervisor and collaborate with other workers in Mass Care and Individual Disaster Care to share and gain information about a client's status
- Based on the size and scope of transition needs, establish client call-back procedures, such as:
 - Issuing phones to Shelter Resident Transition Caseworkers, Supervisors, and Coordinators; Shelter Resident Transition Caseworkers set future call-back time/dates with clients
 - Establishing call-back numbers using solutions like Google Voice for clients to contact their caseworkers directly
 - Requirements for assignments include a phone, internet, and a computer
- Shelter Resident Transition Caseworkers are asked to manage caseloads of 10-12 households that require effective soft skills, early intervention, and at least daily follow-up
 - When operating a non-congregate shelter, Individual Disaster Care and Shelter Resident Transition works collaboratively to be the primary, daily link to the well-being and transition status of shelter residents

- Shelter Resident Transition Site Supervisors must be proficient with managing a remote workforce, including supervising Shelter Resident Transition Caseworkers who are supporting multiple shelter sites, hosting virtual meetings, and tracking information through multiple platforms (like Teams, SharePoint, and Excel)
- Shelter Resident Transition Site Supervisors coordinate daily with Shelter Site Managers to ensure accurate shelter resident lists and transition and closure timelines align. This may include supporting updates to the Non-Congregate Site Client Tracking Tool
- Shelter Resident Transition Site Supervisors and Shelter Site Managers coordinate to determine if a Client Casework Virtual Station is suitable for the site (meaning a computer set-up to allow clients to communicate directly with their assigned Shelter Resident Transition Caseworker via a video chat)