

After Action Report (AAR)/Improvement Plan (IP)

2024/25 Somerville Winter Warming Center



William Fisher, Director

October 2025

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EXECUTIVE SUMMARY

The Somerville Winter Warming Center operated at the Cummings School from December 9, 2024, through April 13, 2025, providing a total of 3,692 safe and warm overnight accommodations. Beyond shelter, guests received meals and access to critical resources supporting some of our most vulnerable neighbors through the harshest months of the year. To evaluate the program's impact and guide future improvements, the Somerville Office of Emergency Management (OEM) conducted a comprehensive After-Action Review and Improvement Plan (AAR/IP). This process included surveys of staff, clients, and residents, as well as a public listening session. While several areas for enhancement were identified, the overwhelming feedback was positive. Participants expressed deep appreciation for the program, pride in the City's commitment to care for those in need, and a strong call for expanded services with increased community involvement moving forward. Based on these findings, it is recommended that the Cummings School again serve as the Warming Center location for the 2025–2026 winter season, incorporating the improvement recommendations from this AAR/IP.

As we reflect on this shared effort, I would like to extend my heartfelt thank you to **Mayor Katjana Ballantyne**, the **City Council**, the **School Committee**, **City staff**, and the entire **Somerville community**. Together, you recognized a critical human need and responded with compassion, dignity, and collaboration. Your unwavering commitment ensured that many had a warm, safe place to stay, warm nutritious food to eat, connected with essential services, and laid the foundation for an even stronger response in the winters to come.

OPERATION OVERVIEW

Operation Name	2024/2025 Winter Warming Center
Operation Dates	December 9, 2024, to April 13, 2025, 5:00 p.m. to 8:00 a.m. daily
Scope	This is a Warming Center operation at the Cummings School.
Focus Area(s)	Prevention, Protection, and Response
Objectives	Preserve Life and Safety Provide a safe, warm, and accessible overnight shelter option to protect individuals experiencing homelessness from life-threatening cold weather conditions. Ensure Low-Barrier Access Offer services with minimal restrictions to maximize access for vulnerable populations, including those with mental health, substance use, or behavioral challenges. Promote Dignity and Compassion Treat all guests with respect, empathy, and kindness, creating a welcoming environment that fosters trust and a sense of community. Connect Guests to Support Services It will serve as a point of engagement to connect guests with long-term housing, healthcare, mental health services, and social services. Operate with Safety and Structure Implement clear policies and procedures, including de-escalation protocols and emergency response plans, to ensure the safety of staff, guests, and volunteers.
Threat or Hazard	Winter Weather • Bitter cold temperatures • Wind chills • Rain, snow, and sleet Hunger • Lack of nutritious food and hydration
Operation Need	Although typically resourceful and resilient, unhoused people are at increased risk from harsh winter weather. Hosting a warming center provides people with a safe and warm place to rest and access to basic necessities, including food, water, and bathrooms.

Operation Name	2024/2025 Winter Warming Center
Participating Departments/Organizations	Executive Office City Council School Committee Health and Human Services Office of Emergency Management Department of Public Works Police Department Fire Department Cataldo Ambulance Inspectional Services Division Communications Constituent Services
Point of Contact	Nikki Spencer, Mayor's Office Karin Carroll, Health and Human Services Kelley Hiland, Health and Human Services William Fisher, Office of Emergency Management Lauren Mahoney, Office of Emergency Management

OUTREACH AND FEEDBACK OPPORTUNITIES

There were multiple efforts throughout the 2024/2025 Warming Center season to gather input from clients, residents, and staff.

Client feedback was solicited at multiple points via in person conversation and observation. Additionally, clients were asked to fill out a survey at the end of the season about their stay (20 client surveys were received).

Residents near the Warming Center location had the opportunity to fill out a resident survey (82 resident surveys were received) as well as to attend a community listening session on Thursday, May 8, 2025 from 6:00 p.m. to 7:30 p.m. at Somerville High School.

City and Vendor staff were also provided and completed surveys.

"People were kind, non-judgmental workers. I am pregnant and did ask for Department of Transitional Assistance Help (In Person), but they failed to place me. I was scared, but I believe I will be ok. I do believe this place has helped the homeless in need."

"I experienced a roof over my head so that I was able to rest and have enough energy for the next day."

"Personally, Somerville warming center came in clutch in a time of need for me during the peak time of homelessness, and I was battling mental trauma, legal issues, and stalking from a past toxic relationship that triggered a lapse in my recovery from alcoholism. As I was experiencing difficulties at other shelters, Somerville warming center welcomed me with open arms, pointed me in the right direction to navigate the resources in this city, and even at capacity gave me clothing and rides to an alternate safe environment. This was definitely beneficial to me in each and every way."

Anonymous Client Survey Responses

Client Survey

The client survey asked about overall satisfaction with the Winter Warming Center, as well as satisfaction with various components of the Center's operation ("subcomponents") as experienced by clients directly, including amenities, safety, cleanliness, and information.

Clients were overwhelmingly satisfied with the Warming Center and its subcomponents, with two-thirds of respondents either satisfied or very satisfied with the Center overall.

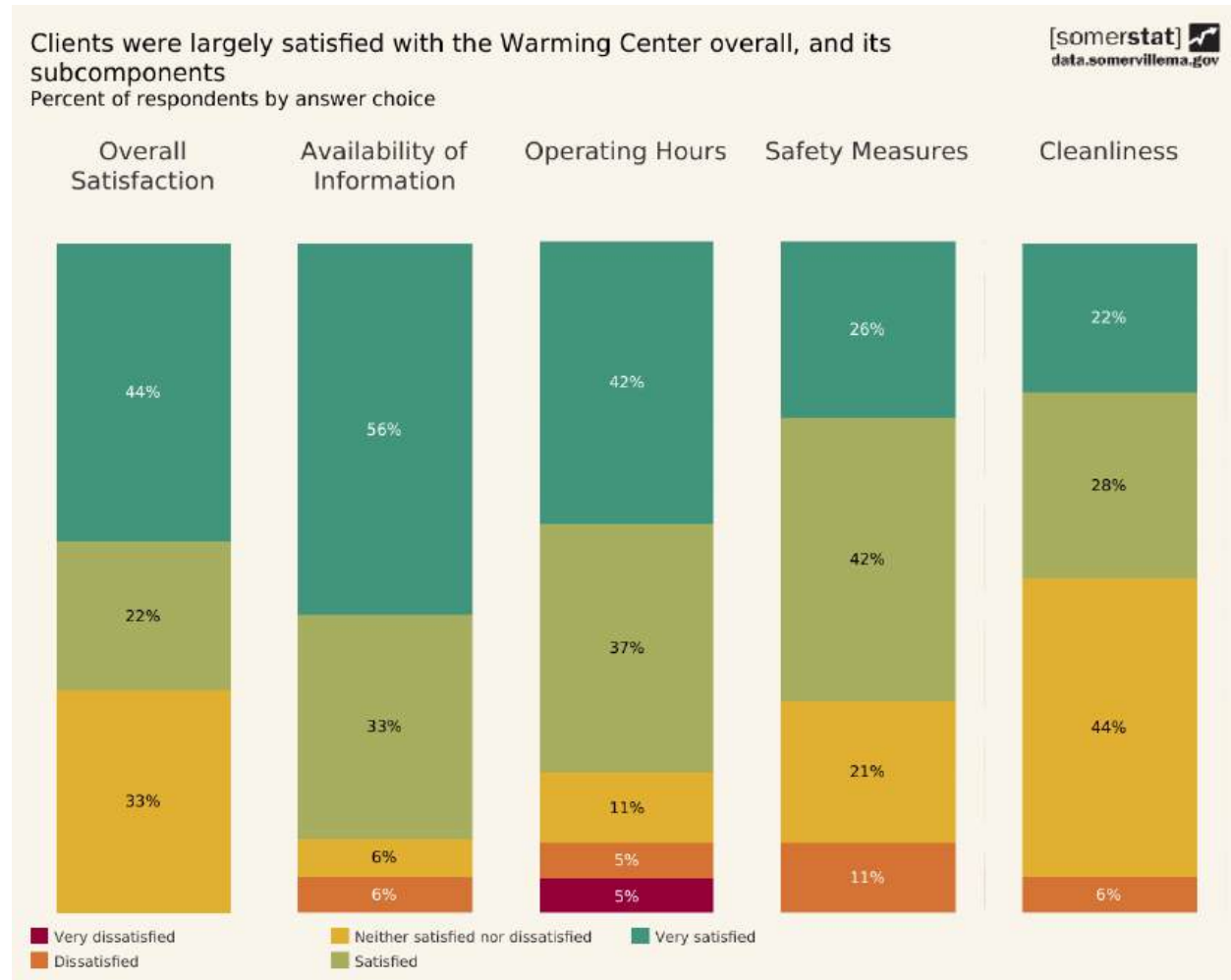


Figure 1. Stacked bar charts showing client satisfaction with the Warming Center overall, availability of information, operating hours, safety measures, and cleanliness of the Warming Center. Between 50% and 89% of respondents are satisfied or very satisfied.

Clients were most satisfied with the transportation resources available (94% satisfied or very satisfied), the availability of information about the Center (89%), and the helpfulness of center staff (88%). Clients were the least satisfied with the cleanliness of the Warming Center (50% satisfied or very satisfied) and the safety measures in place (68%).

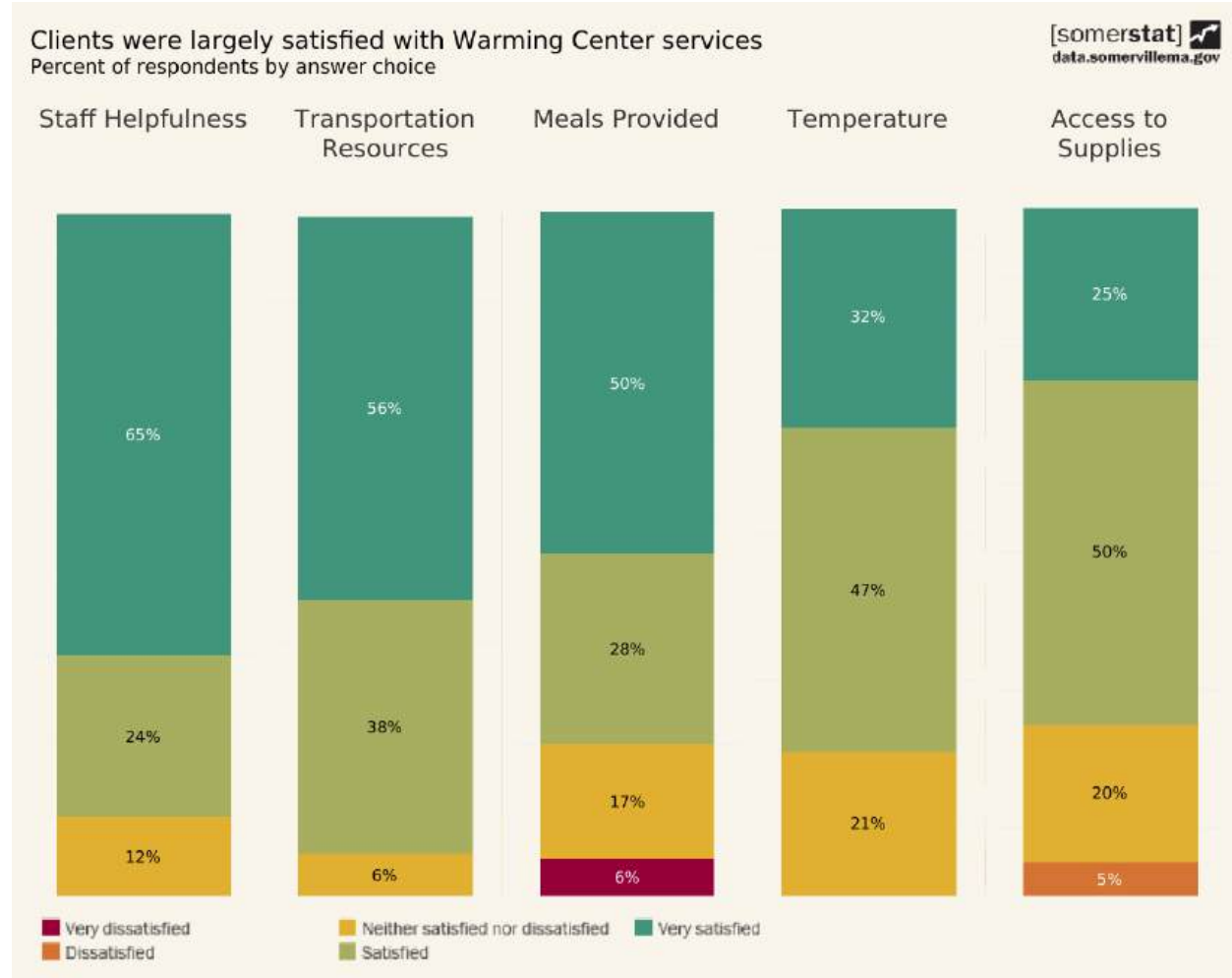


Figure 2. Stacked bar charts showing client satisfaction with staff helpfulness, transportation resources, meals provided, temperature, and access to supplies at the Warming Center. Between 75% and 94% of respondents are satisfied or very satisfied.

Additionally, white clients were more satisfied with the Warming Center overall than non-white clients, with 100% of white respondents (n=4) satisfied or very satisfied compared to 63% of non-white respondents (n=11).

In the written comments, clients expressed benefits of staying warm, sheltered, and fed, as well as a sense of community among staff and clients. Clients expressed the most difficulty with waiting in line to access the shelter (both from being outside in the elements and also with some clients' behavior), and concerns about not being able to secure a spot in the shelter. In addition to better line management protocols, clients also requested a longer season for the operation of the center, expansion of the number of beds, and more multilingual staffers.

“I had a place to sleep. I’m very grateful, thankful because they gave me free food, a place to spend the night, and I met interesting, kind people”

Resident Survey

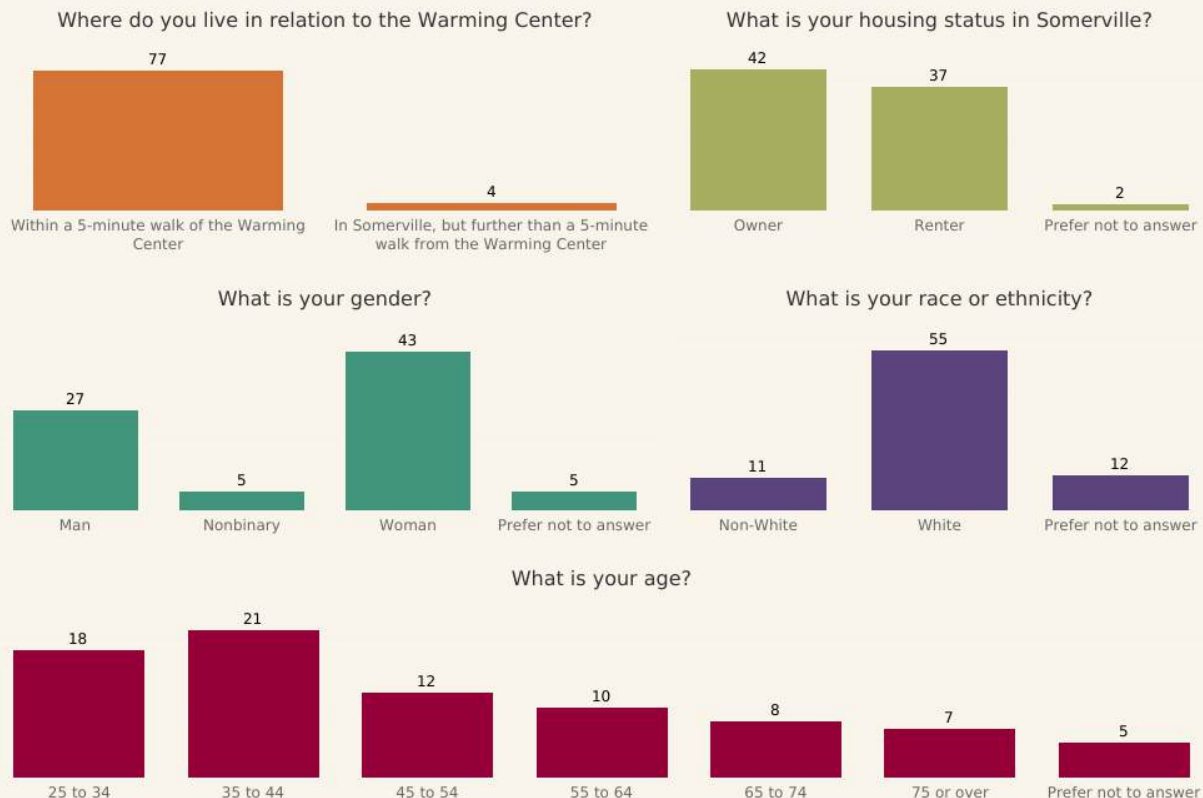
The resident survey asked about overall satisfaction with the Winter Warming Center, as well as satisfaction with various components of the Center’s operation (“subcomponents”) as experienced by residents, including safety measures, information, and the process to submit questions and concerns.

Demographics

Relative to the population of Somerville, this survey overrepresents white people, women, and homeowners, thus underrepresenting non-white people, men, and renters. However, the sample was not expected to represent Somerville’s population given the targeted catchment area of the survey.

Who responded to the Winter Warming Center resident feedback survey?

Number of responses by demographic group



[somerstat] 
data.somervillema.gov

Figure 3. Bar charts showing the number of resident respondents by demographic question: location in relation to the Warming Center, housing status, gender, race or ethnicity, and age.

Overall Satisfaction

Analysis of the survey focused on the 95% of respondents who reported living within a five-minute walk of the Warming Center (“nearby residents”). Nearby residents had differing opinions on the Warming Center and its subcomponents, with 51% of respondents either satisfied or very satisfied with the Center overall. Nearby residents were more satisfied with the Warming Center overall than with any of its subcomponents, which may be indicative of a general belief that the Center is beneficial to neighbors and the community.

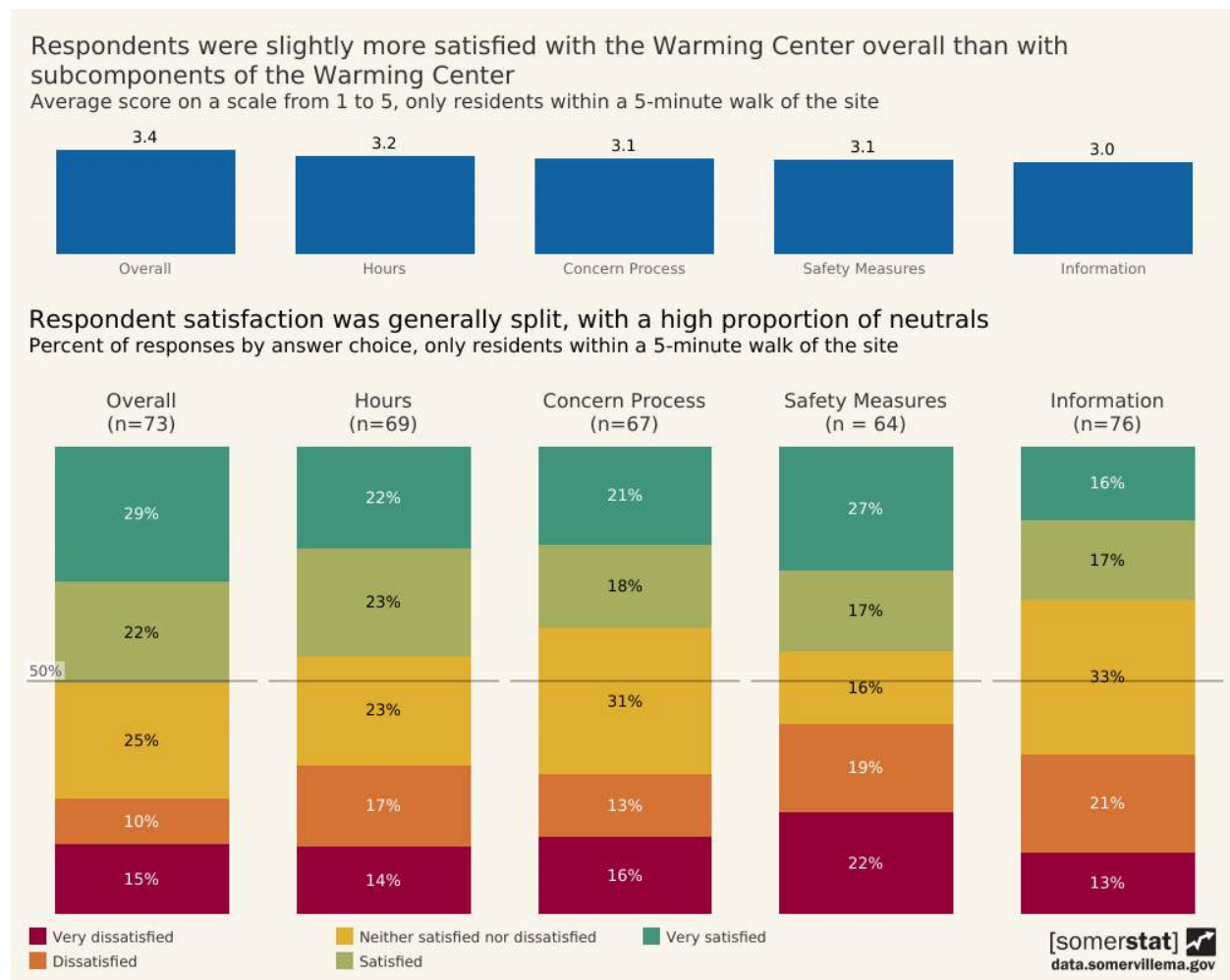


Figure 4. Bar charts showing average resident satisfaction and stacked bar charts showing resident satisfaction by answer choice with the Warming Center overall,

operating hours, process to submit concerns or questions, safety measures, and availability of information about the Warming Center.

Nearby residents were the least satisfied with the availability of information about the Warming Center (33% satisfied or very satisfied) and the process to submit questions and concerns (39%), though both questions also had a high proportion of respondents who selected “neither satisfied nor dissatisfied” (33% and 31%, respectively).

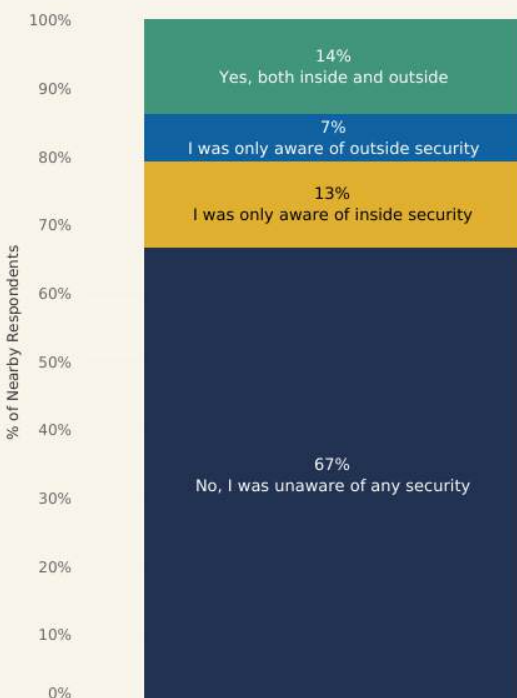
Contracted Private Security

Nearby residents were largely unaware of the presence of private security, with 68% of respondents reporting that they were unaware of any security. Of those that were aware of security, 29% were satisfied or very satisfied with the effectiveness of the private security, while 64% were dissatisfied or very dissatisfied.

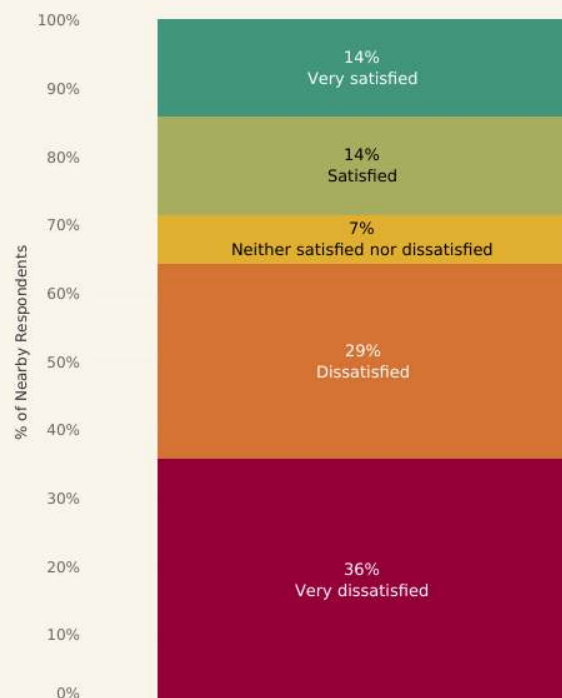
Most respondents were unaware of contracted private security; those aware were largely dissatisfied

Percent of responses by answer choice, only residents within a 5-minute walk of the site

Were you aware that private security was contracted for inside and outside the Warming Center?



How satisfied were you with the private security's effectiveness? (n = 14 respondents aware of private security)



[somerstat] 
data.somervillema.gov

Figure 5. Stacked bar charts showing the proportion of resident respondents who knew about private security contracted for the Warming Center, and resident satisfaction with the private security's effectiveness.

Differences in Satisfaction by Demographic Group

There were two main demographic factors that were associated with differences in satisfaction levels: renters reported higher satisfaction than homeowners and white residents reported higher satisfaction than non-white residents.

Non-white respondents and homeowners were less satisfied with the Warming Center Percent of responses by answer choice, only residents within a 5-minute walk of the site

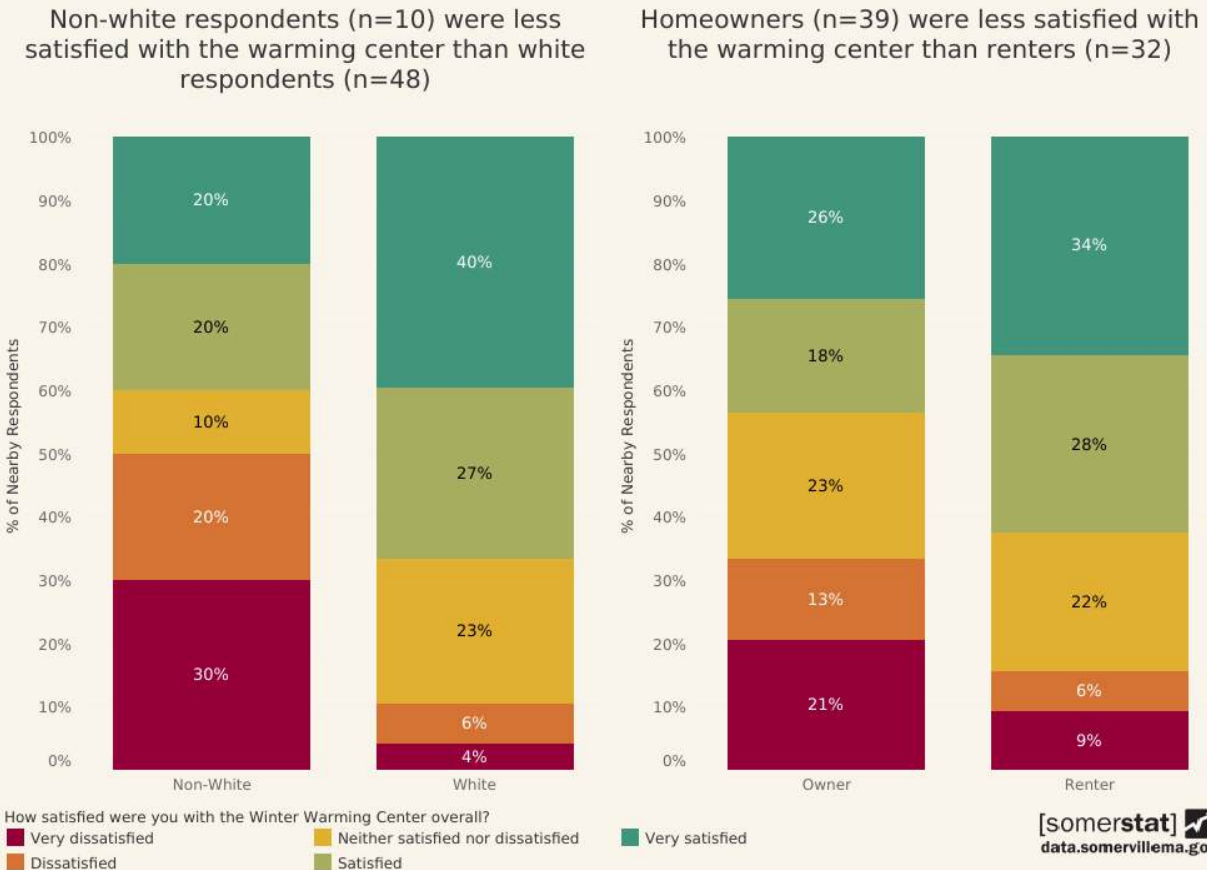


Figure 6. Stacked bar charts showing resident satisfaction with the Warming Center overall by demographic group: non-white respondents are less satisfied than white respondents, and homeowners are less satisfied than renters.

Among nearby renters, 62% were satisfied or very satisfied with the Warming Center, compared with 44% of homeowners. Dissatisfaction was also lower among renters (15%) than homeowners (34%).

Nearby white residents were more satisfied with the Warming Center overall than non-white residents, with 67% of white respondents satisfied or very satisfied, compared with 40% of non-white respondents. Notably, 10% of white respondents were dissatisfied or very dissatisfied versus 50% of non-white respondents. Despite the low sample size for nearby

non-white respondents (n=10), the difference in satisfaction between white and non-white respondents is substantial and unlikely to be due to chance. In particular, non-white respondents were significantly less satisfied than white respondents with the safety measures in place and the process to submit questions or concerns.

The issues flagged by non-white residents and homeowners mirror those raised by other respondents, but respondents in those groups were more likely to raise them, especially concerns about the pre-opening line. Addressing these concerns should reduce the observed disparities in satisfaction.

Public Listening Session

The feedback provided during the listening session from residents near the Warming Center was primarily positive. Residents expressed appreciation that the City was providing this service to unhoused individuals especially during the winter.

Concerns expressed included the clients lining up for entry 2-3 hours prior to the 5:00 p.m. opening time. This seemed to cause anxiety and impatience, and arguments were heard or observed among clients as well as concerns for the people out in the winter cold and elements for that long of a period of time. Also noted was an increase in police and fire responses to the area.

Finally, they flagged a lack of information on how they could help and provide assistance to the clients and requested a process be put in place to identify needs and manage donations.

Staff Feedback

The staff surveyed expressed a general sense of satisfaction in their work and role in helping the people stay out of the cold during the winter and food and services provided.

Concerns included a request for additional supervisory guidance from the vendor, especially during the overnight shift. Towards the end of the Warming Center operations it was noted that the neighbors seemed to become less tolerant and complained more, and the staff were receiving parking tickets although their passes were displayed. This left them feeling unwelcome.

Recognition of SomerStat's Contributions

We would like to extend our sincere appreciation to **SomerStat: The Mayor's Office of Innovation and Analytics** for their expertise and invaluable assistance in drafting and compiling the After-Action survey data. Their skills in data analysis and thoughtful collaboration played a critical role in capturing meaningful feedback to inform and improve future operations.

ANALYSIS OF CAPABILITIES

Aligning operation objectives and capabilities provides a consistent taxonomy for evaluation that transcends individual operations to support preparedness reporting and trend analysis. Table 1 includes the operation objectives, aligned capabilities, and performance ratings for each capability as observed during the operation and determined by the evaluation team.

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Preserve Life and Safety	Planning Public Information and Warning Operational Coordination Physical Protective Measures Environmental Response/Health and Safety Mass Care Services On-Scene Security, Protection, and Law Enforcement Public Health, Healthcare, and Emergency Medical Services Health and Social Services Housing		S		
Ensure Low-Barrier Access	Critical Transportation Planning Public Information and Warning Operational Coordination On-Scene Security, Protection, and Law Enforcement		S		
Promote Dignity and Compassion	Planning Operational Coordination Physical Protective Measures Environmental Response/Health and Safety Mass Care Services On-Scene Security, Protection, and Law Enforcement Public Health, Healthcare, and Emergency Medical Services Health and Social Services		S		

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Connect Guests to Support Services	Planning Public Information and Warning Operational Coordination Mass Care Services Public Health, Healthcare, and Emergency Medical Services Health and Social Services Housing		S		
Operate with Safety and Structure	Planning Public Information and Warning Operational Coordination Physical Protective Measures Environmental Response/Health and Safety On-Scene Security, Protection, and Law Enforcement Public Health, Healthcare, and Emergency Medical Services		S		

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Performed with Some Challenges (S): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Unable to be Performed (U): The targets and critical tasks associated with the capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each operation objective and associated capability, highlighting strengths and areas for improvement.

ANALYSIS BY OBJECTIVES

Preserve Life and Safety

Provide a safe, warm, and accessible overnight shelter option to protect individuals experiencing homelessness from life-threatening cold weather conditions.

Strengths

The capability level can be attributed to the following strengths:

Strength 1: The Cummings School provided a warm space out of the winter elements

Strength 2: Cots, blankets, and pillows were provided

Strength 3: Dinner, Breakfast, and snacks were provided

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: The center reached its maximum capacity, and individuals seeking assistance were referred to another warming center. Based on the need, additional or larger space should be identified.

Reference: Daily warming center reports.

Analysis: The building has additional areas that, with upgrades and renovations, could be utilized to increase the available safe capacity of the Warming Center.

Area for Improvement 2: Blankets were not always provided

Reference: Daily warming center reports

Analysis: Due to delays in the cleaning of blankets contracted by vendor Housing Families, in a few rare occurrences, there were no blankets provided. A review of the blanket cleaning procedure is recommended to ensure clean blankets are always available.

Area for Improvement 3: Security was not uniformed or easily recognizable, and was not present outside the center as clients lined up to enter. Local residents noted verbal arguments.

Reference: Surveys and Listening Session

Analysis: The lack of a clear security presence created an opportunity for verbal arguments with the potential to escalate. In addition, had the security staff been present and interacted with the clients regularly, the expectations could have been reinforced consistently, and a rapport could have been established between the security staff and the clients.

Data gathering approach

Continue daily warming center reports. Add regular interviews/surveys of clients and residents earlier in the season to capture evidence of improvement or continued need for improvement, especially around security personnel.

Ensure Low-Barrier Access

Offer services with minimal restrictions to maximize access for vulnerable populations, including those with mental health, substance use, or behavioral challenges.

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Transportation was contracted and provided by the vendor, Housing Families, and public safety staff.

Strength 2: All were welcomed and provided services regardless of mental health, substance use, or behavioral challenges.

Strength 3: The availability of a warming center was communicated through social media, the city website, the Somerville Homeless Coalition, the Health and Human Services staff, the Fire Department staff, the Police Department staff, and the Cataldo Ambulance Staff.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Services were provided on a first-come, first-served basis.

Reference: Daily warming center report, survey responses, and community listening session.

Analysis: The first-come, first-served approach didn't take into account serving the local populations of Somerville, as well as an assessment of vulnerable populations and increased need. A review of the current procedure and potential process improvements is recommended.

Area for Improvement 2: Clients lined up and waited for multiple hours out of fear that the center would reach capacity and they would be turned away.

Reference: Daily warming center report, survey responses, and community listening session.

Analysis: The clients need shelter and basic humanitarian assistance and should not fear being turned away. A review of the current procedure and potential process improvements is recommended.

Area for Improvement 2: Clients note a lack of multilanguage speakers on staff.

Reference: Survey responses

Analysis: Language is an access and functional need and therefore we should be making reasonable efforts to accommodate basic communications. Not only is this a basic human right of communication, but it also allows for independence and inclusion. Miscommunications are also often cited as reasons behind tension and conflict.

Data gathering approach

Continue daily warming center reports, including tracking pre-opening line formation and incidents. Add regular interviews/surveys of clients and staff earlier in the season to capture evidence of improvement or continued need for improvement, especially around any new procedures to take need and Somerville affiliation into account.

Promote Dignity and Compassion

Treat all guests with respect, empathy, and kindness, creating a welcoming environment that fosters trust and a sense of community.

Strengths

The capability level can be attributed to the following strengths:

Strength 1: All persons who sought assistance at the warming center were treated with dignity and respect.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 2: It was noted that area residents observed people waiting in line for hours to gain access to the warming center in inclement weather, with no protection from rain, snow, and/or sleet. In some cases, people were standing in the snow with no shoes. In many instances, residents came to their aid, offering shoes, jackets, and umbrellas.

Reference: Community listening session.

Analysis: The first-come, first-served model created a sense of urgency among guests to secure a spot at the Warming Center, often prompting individuals to line up as early as six hours before opening. This approach required individuals to find shelter during the day and wait in line outdoors, often in harsh weather conditions. The prolonged wait times, coupled with the uncertainty of gaining entry, contributed to elevated stress levels, occasional conflicts among guests, and disruptions to the surrounding community. A review of this intake process is recommended, including the development of clear guidelines for line-up times, exploring alternatives to the first-come, first-served system, and expanded shelter accommodations.

Data gathering approach

Continue daily warming center reports, especially tracking any new intake procedures. Consider a community listening session earlier in the season to expand awareness among residents of client needs and ways to help, as well as to solicit feedback on the changes in the 2025-2026 warming center operations.

Connect Guests to Support Services

It will serve as a point of engagement to connect guests with long-term housing, healthcare, mental health services, and social services.

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Through a partnership with Health and Human Services, Housing Families, and the Somerville Homeless Coalition, clients of the warming center were provided referrals to support services available.

Strength 2: Clients were provided with basic needs like socks and hygiene kits.

Strength 3: Clients were provided with information and referrals for longer-term shelter and housing options.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: It was noted multiple times that the community wanted to do more to help but didn't know what clients needed and how to provide assistance.

Reference: Community listening session and surveys

Analysis: The community was very clear that they would like to be part of the solution and look to identify ways they can assist the clients in the Warming Center. Establishing procedures to communicate client needs and connect residents with ways to help would address this gap.

Area for Improvement 2: It was noted that area residents observed persons waiting in line to gain access to the warming center for hours in inclement weather with no protection from rain, snow, and/or sleet. In some cases, people were standing in the snow with no shoes. In many instances, residents came to their aid, offering shoes, jackets, and umbrellas.

Reference: Community listening session and surveys

Analysis: The warming center did a good job of providing direct services and referrals to services. However, we can always do more, and should not waste the opportunity the warming center presents to connect meaningfully with this vulnerable population. Additionally, the community seeks opportunities for involvement and offers assistance. A review of client needs and ways to holistically meet those needs, taking a collaborative and whole-community approach, is recommended.

Data gathering approach

Consider a community listening session earlier in the season to expand awareness among residents of client needs and ways to help.

Operate with Safety and Structure

Implement clear policies and procedures, including de-escalation protocols and emergency response plans, to ensure the safety of staff, guests, and volunteers.

Strengths

The capability level can be attributed to the following strengths:

Strength 1: The Housing Families staff are well-trained and experienced in managing a warming center, establishing policies and procedures, and de-escalation techniques.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Outside security staff were frequently absent, resulting in a lack of monitoring and assistance to clients as they waited in line to enter the center each day. This allowed for verbal and physical altercations.

Reference: Community listening session

Analysis: The security provider must be easily identifiable and physically present to provide presence and oversight, thereby preventing any escalation of issues.

Area for Improvement 2: Although rare, some reported criminal activity occurred around and inside the warming center.

Reference: Daily Report and Community listening session

Analysis: The security provider must be easily identifiable and physically present to demonstrate presence and oversight, thereby preventing any escalation of issues. The Somerville Police Department should be welcomed and encouraged to continue providing regular directed patrols and community engagement in the area of the Warming Center.

Area for Improvement 3: There were multiple reports of smoking inside the bathrooms of the warming center.

Reference: City staff reports, daily warming center reports, and surveys

Analysis: Where possible, such as during the last few weeks the center was open, utilizing physical devices to mitigate safety issues is recommended, including the installation of smoke detectors in bathrooms. Provide approved smoking areas with regular smoke breaks.

Data gathering approach

Continue daily warming center reports and add regular tours/informal assessments by City staff and community partners. Add regular interviews/surveys of clients and residents earlier in the season to capture evidence of improvement or continued need for improvement, especially around security personnel. This is a major area of improvement flagged across all outreach methods, and improvements should be iterative over the season.

Improvement Plan

Issue/ Area for Improvement	Recommended Corrective Action	Responsible Department(s)
Capability	Preserve Life and Safety	
Shelter reached its maximum capacity, and some individuals seeking help had to be referred to other warming centers. This also causes uncertainty and stress to those seeking shelter, who then start lining up 6 hours before opening to ensure a spot in the center.	• Complete renovations and open an adjacent room for use. • Contract with vendor for increased capacity for at least 45 beds nightly.	Executive OEM HHS DPW Capital Projects ISD
Security was not uniformed, easily recognizable, and was not always present outside the center as clients lined up to enter. Residents noted verbal arguments among clients and no security present.	• Ensure that the security staff is: ○ Uniformed and recognizable ○ Present at all times when people are lining up for the center ▪ Adjust hours to ensure a security presence as clients are lining up. ○ Providing a welcoming presence with clear and consistent reinforcement of expectations. ○ Regular directed patrols of the area during times when people are lining up for the center by the SPD. • Regular communications ○ Security personnel, OEM, and SPD establish a rapport through regular interactions for open communication and general situational awareness. • Clear terms and expectations outlined in the vendor agreement • Site Vendor oversight and management ○ Regular checks to ensure the security contractor is in compliance with the terms of the vendor agreement. • Additional data collection to ensure continuous improvement	Executive OEM SPD HHS

Capability	Ensure Low-Barrier Access	
Services were provided on a first-come, first-served basis. The first-come, first-served approach didn't take into account serving the local populations of Somerville, as well as assessing vulnerable populations and addressing increased needs. A review of the current procedure and potential process improvements is recommended.	A review of the current selection procedure for access to the center, taking into account: • Individual needs • Somerville Affiliation	Executive OEM HHS RSJ ADA SHA
Clients lined up and waited for multiple hours, fearing that the center would reach capacity and they would be turned away. The clients need shelter and basic humanitarian assistance and should not fear being turned away.	A review of the current selection procedure for access to the center, taking into account: • Individual needs • Somerville Affiliation	Executive OEM HHS RSJ ADA SHA
Clients note the lack of multilanguage speakers on staff. Language is basic access and functional need and therefore we should be making reasonable efforts to accommodate basic communications. Not only is this a basic human right of communication, but it also allows for independence and inclusion. Miscommunications are also often cited for reasons behind tension and conflict.	Encourage multi-language staff at Warming Center Train staff on the use of Somerville Office of Immigrant Affairs (SOIA) Telephonic Interpretation Services.	OEM HHS SOIA

Capability		
Promote Dignity and Compassion		
It was noted that area residents observed people waiting in line for hours to gain access to the warming center in inclement weather, with no protection from rain, snow, and/or sleet. In some cases, people were standing in the snow with no shoes. In many instances, residents came to their aid, offering shoes, jackets, and umbrellas.	The center opened at 5:00 p.m. everyday and the clients lined up early by choice to try and ensure they would be allowed access before the center reached capacity. There was no delay in opening. This concern is not any one department or agency's responsibility but requires a holistic collaborative solution between the City, nonprofits, and residents. The issue of not having proper clothing for the elements is not isolated to outside the center but is present anywhere. The center presented the opportunity for area residents to observe it, provide caring assistance, and report it at the open listening session. Although this is reflected as an area for improvement, it is more an example of where the community embraced their unhoused neighbors and provided, where possible, weather appropriate clothing. The solution is to continue working to source and provide appropriate clothing to the unhoused population.	Executive OEM HHS RSJ ADA
Capability		
Connect Guests to Support Services		
It was noted multiple times that the community wanted to do more to help but didn't know what clients needed and how to provide assistance.	Identify ways the community can become more involved in providing support for the clients utilizing the Warming Center. Create a process for the needs to be communicated to the community and for the community to provide that assistance.	Executive OEM HHS 311
It was noted that area residents observed people waiting in line to gain access to the warming center for hours in inclement weather with no protection from rain, snow, and/or sleet. In some cases, people were standing in the snow with no shoes. In many instances, residents came to their aid, offering shoes, jackets, and umbrellas.	Identify ways the community can become more involved in providing support for the clients utilizing the Warming Center. Create a process for the needs to be communicated to the community and for the community to provide that assistance.	Executive OEM HHS 311

Capability	Operate with Safety and Structure	
Outside, security staff were noted to be absent, resulting in a lack of monitoring and assistance to clients as they lined up to wait for the center to open each day. This allowed for verbal and physical altercations.	• Ensure that the security staff is: ○ Uniformed and recognizable ○ Present at all times when people are lining up for the center ○ Providing a welcoming presence with clear and consistent reinforcement of expectations. ○ Regular directed patrols of the area during times when people are lining up for the center by the SPD. • Regular communications ○ Security personnel, OEM, and SPD establish a rapport through regular interactions for open communication and general situational awareness. • Clear terms and expectations outlined in the vendor agreement • Site Vendor oversight and management Regular checks to ensure the security contractor is in compliance with the terms of the vendor agreement. • Additional data collection to ensure continuous improvement	Executive OEM
Although rare, some reported criminal activity occurred around and inside the warming center.	• Ensure that the security staff is: ○ Uniformed and recognizable ○ Present at all times when people are lining up for the center ○ Providing a welcoming presence with clear and consistent reinforcement of expectations. ○ Regular directed patrols of the area during times when people are lining up for the center by the SPD. • Regular communications ○ Security personnel, OEM, and SPD establish a rapport through regular interactions for open communication and general situational awareness. • Clear terms and expectations outlined in the vendor agreement • Site Vendor oversight and management Regular checks to ensure the security contractor is in compliance with the terms of the vendor agreement. • Additional data collection to ensure continuous improvement	Executive OEM SPD

There were multiple reports of smoking inside the bathrooms of the warming center.	• Provide clear rules for clients. • Post no-smoking signs on bathroom doors. • Install smoke detectors in bathrooms. • Provide an approved area for clients to smoke at regular times for staff to provide smoking breaks.	Executive OEM DPW ISD