

# Shelter Operations

*Participant's Workbook*  
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Disaster Services



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# Shelter Operations

Welcome, and thank you for your interest in working in a shelter. Providing a safe and pleasant environment for people who leave their homes during and after a disaster can be challenging, but the benefits can be tremendous. The personal satisfaction of a job well done and the knowledge that you assisted in someone's recovery are lasting rewards. Welcome to the Community Services team!

## **O v e r v i e w**

When large groups of people are temporarily displaced from their homes, the American Red Cross responds by opening and operating shelters. This course prepares Red Cross and other agencies' staff to effectively and sensitively manage shelter operations as a team, to meet the needs of people displaced as a result of a disaster.

# How This Course Is Organized

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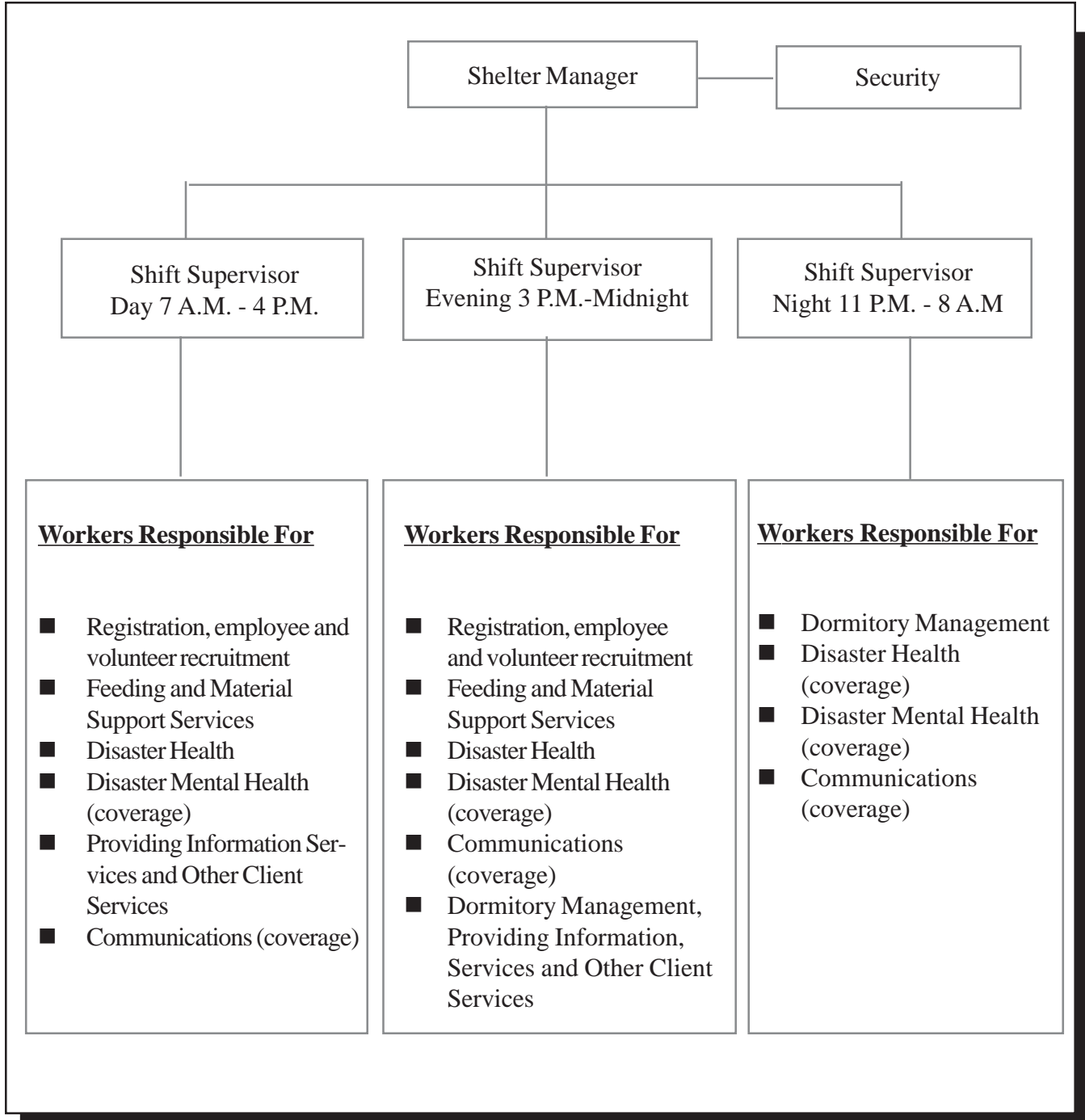
This workbook serves two purposes. It is designed as a field resource for workers, and it provides materials for use in training. The front of the workbook presents helpful information and specific shelter procedures that will guide you through the shelter process. The back of the workbook will lead you through the *Shelter Operations* course. It provides places for you to take notes and jot down questions. We encourage you to customize these materials, so that they become a valuable resource when you work in a shelter. When you receive this workbook during the *Shelter Operations* course, your instructor will refer to this material throughout the course. You will find some additional information in the workbook beyond what is covered in class. This material is still critical for running a successful shelter. Please be sure to read it after class.

The *Shelter Operations* course uses a video to introduce four course segments. The video footage will give you an opportunity to see Red Cross workers in action and hear in their own words ways to ensure that the needs of those affected by disaster are met.

# In the Field

# Assigning Key Responsibilities (Small Shelters)

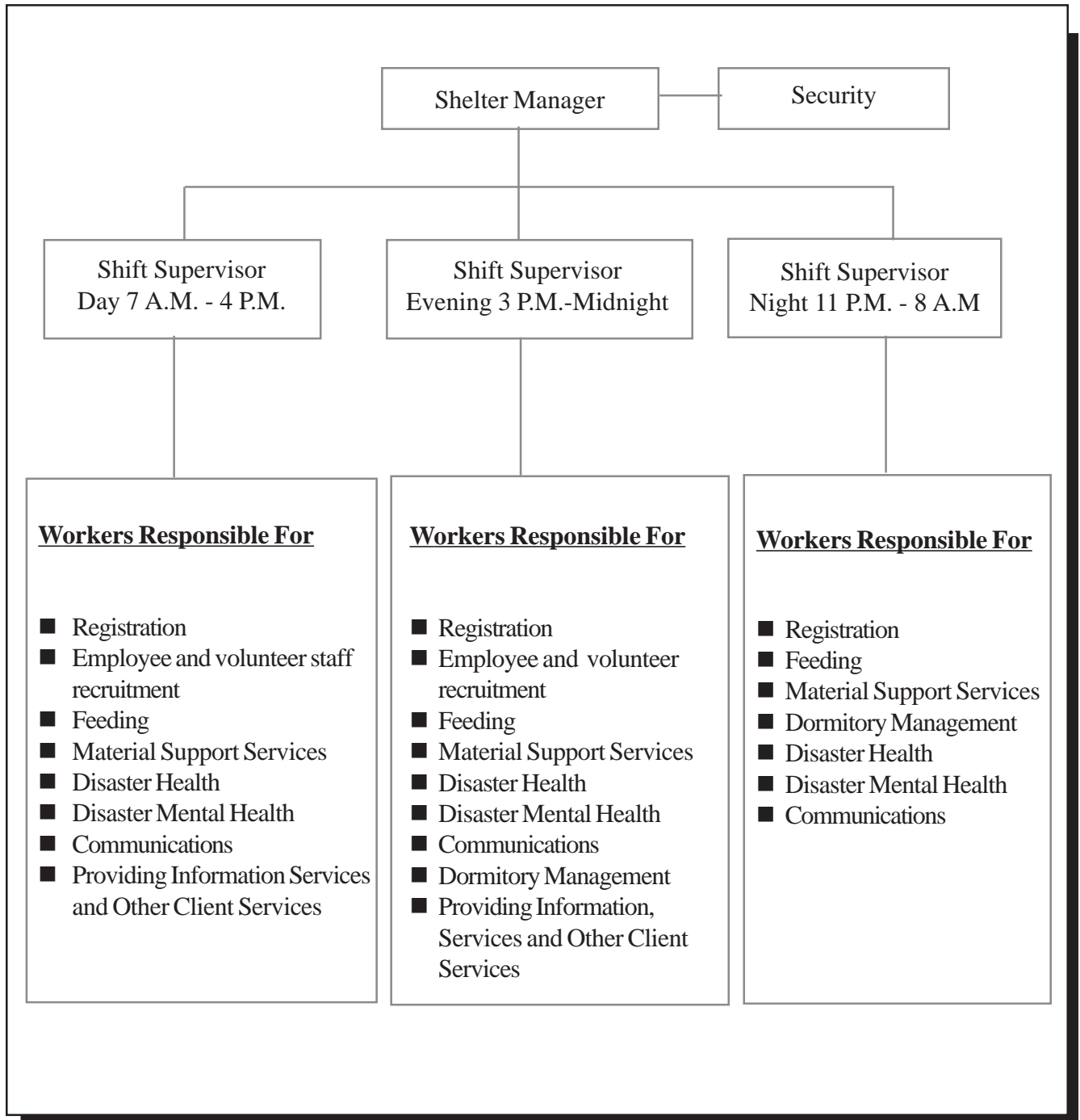
For small shelter of fewer than 100 residents, the chart below suggests one way of assigning available staff to ensure that key responsibilities are covered.



# In the Field

## Assigning Key Responsibilities (Larger Shelters)

For shelters of 100 or more residents, the chart below suggests one way of assigning available staff to ensure that key responsibilities are covered. Shelters with 300 or more residents may need to add one to three workers to each shelter responsibility on day and evening shifts. Consolidate position when work volume allows it.





# In the Field      Shelter Manager's Responsibilities

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The shelter manager provides supervision and administrative support for Red Cross responsibilities within the shelter. This person ensures that the needs of shelter occupants are being met. The shift supervisors assist the shelter manager with the responsibilities in this checklist.

## ASSIGNMENT INFORMATION

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### **Obtain the following information:**

- Nature of disaster
- Shelter assignment location
- Estimated shelter population
- Facility contact person
- Contact person/supervisor at the chapter
- What other staff are being recruited?
  - Shift Supervisor(s)
  - Registration
  - Feeding
  - Dormitory Management
  - Disaster Health Services
  - Disaster Mental Health Services
  - Staff Recruitment and Placement
  - Material **Support Services**

**Notify your family and supervisor.**

**Review Chapter disaster response plan.**

**Pack personal items: clothes, toilet items, medications, blanket, phone numbers.**

**Pick up shelter manager's kit.**

### INITIAL ACTIONS

- Establish contact with facility representatives and activate the building when ready. If clients are waiting, the facility may need to be partially activated immediately.
- Using the *Facility Survey and Facility Agreement*, if they already exist, meet the facility representative for a pre-occupancy inspection. If one has not been completed, negotiate and sign a *Facility Agreement* (Form 6621). Conduct pre-occupancy inspection using *Self-Inspection Worksheet Off-premises Liability Checklist* (Form 6505), and assess the general condition of the facility, siting pre-existing damage.
- Establish and maintain contact with the Red Cross supervisory unit or disaster headquarters.
- Survey and lay out the space plan for the shelter.
- Organize and brief staff. Assign staff to perform the tasks on the following checklists:
  - Registration
  - Dormitory Management
  - Feeding
  - Disaster Health Services
  - Disaster Mental Health Services
  - Staff Recruitment and Placement
  - Other Client Services
  - Material Support Services
  - Providing Information
  - Communications (if phones are out)
- Project staffing and other support requirements for next 48 hours. Notify the chapter.
- Order start-up supplies and equipment and request any support needed, such as security, HAM radio operators, Public Affairs staff or Disaster Health Services personnel.
- Coordinate recruitment of additional personnel. Encourage the involvement of shelter residents as workers.
- Assess feeding options and discuss recommended solution with supervisor. Meet with Feeding Supervisor, or if the site has one, an onsite food service manager.
- Establish a shelter log reporting process.
- Put up shelter identification both inside and out.
- Ensure that the Welfare Information and Individual Client Services copies of shelter registration forms are forwarded to the chapter.

### ONGOING ACTIONS

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- Maintain regular communications with the shelter coordinator or supervisor. Provide Shelter Daily Report information, and discuss supply needs, problems, and plans.
- Establish and meet regularly with the shelter advisory committee, and ensure that the physical and mental needs of clients are being met. Develop plans to meet these needs and request assistance if necessary.
- Ensure that shelter residents are receiving updated information about the disaster, the recovery process, and all of the resources available to them.
- Forward a copy of new registrations to Welfare Information and Individual Client Services units daily.
- Establish standard shift schedules for staff, usually for 9 to 13 hours.
- Conduct staff meetings. Include updates on disaster response and shelter operations, direction and advice from disaster headquarters, and status of problems and resolutions. Identify needs for clients, staff, supplies, and systems. Address rumors.
- Monitor disaster and response efforts, and plan for closing of the shelter.
- Ensure that the proper systems are in place to track expenditures, bills and invoices, materials, and local volunteer records.
- Develop plans for maintaining the shelter until closing is possible, including staffing and supply needs.
- Routinely inspect the safety and sanitation of the facility, including the kitchen, dormitories, bathrooms, exterior, and registration area and ensure that health standards and client's needs are being met.
- Meet regularly with facility representative to share concerns and resolve potential problems.
- Work with the clients and feeding supervisor to ensure the appropriate menus are being planned that reflect the preferences of the shelter population.

### CLOSING ACTIONS

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- Coordinate plans to close the shelter with your supervisor and community well in advance of the actual closing.
- Coordinate with Individual Client Services to ensure timely and appropriate placement of all remaining shelter occupants.
- Communicate to any remaining shelter residents the plan for closing the shelter. Encourage individuals who have not already contacted Family Service to do so.
- Consult with your supervisor about the disposition of all Red Cross and USDA food supplies.
- Ensure Material Support Services staff take the following actions:
  - Complete an inventory of all supplies owned by the facility that were used in the shelter, and forward this to your supervisor.
  - Return all rented or borrowed equipment to the owners. Send to your supervisor signed receipts for such equipment.
  - Arrange for the cleaning of the facility and have it returned to the pre-occupancy condition or as close a condition as possible.
  - Return all Red Cross supplies and equipment to the chapter or center storage facility. Submit to your supervisor a list of items returned.
  - Forward all pending financial commitments to the supervisor for payment. Ask suppliers to send final bills to your supervisor.
- Consult with the supervisor about transfer or release of staff.
- Remove all Red Cross ID materials from the facility.
- Prepare a thank-you list of other voluntary organizations, vendors, and staff to be thanked or recognized.
- Forward all Community Services shelter files to the chapter.
- Forward all volunteer staff lists to the Staff Services Group or the chapter for recognition and local chapter capacity building.
- Prepare a narrative report on the shelter operation and submit it to your supervisor. Include the shelter location and dates of operation, summary of services provided, problems, and recommendations.

# In the Field

## Registration Responsibilities

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The registration supervisor and workers are responsible for ensuring that persons entering or leaving the shelter go through the registration process. Registration supports Disaster Health Services nurses by identifying shelter residents with illnesses or other medical needs and alerting the nursing staff. Disaster Welfare Information depends on the Shelter Registration forms to provide information to families outside the area. Without complete, legible, and accurate information about the residents of the shelter, our ability to provide needed services is impaired. Specifically, the registrars should—

### INITIAL ACTIONS

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- Place the reception desk near the entrance to welcome those entering the shelter, to answer their questions, and to direct them toward the registration tables and registrars. Allow enough space for a waiting area.
- Use a sufficient number of tables to ensure that everyone entering is registered within a reasonable period of time.
- Post signs directing persons to the registration area, and post signs clearly marking the registration desk or tables.
- Recruit volunteers to translate and prepare signs for shelter residents who are non-English-speaking.
- Use only one entrance to the building, if possible, to support effective registration efforts and provide a secure environment. Position signs and/r shelter staff at other entrances to direct shelter residents to appropriate areas. However, make sure fire exits are not blocked.
- Use the *Disaster Shelter Registration* (Form 5972) to record information about families entering the shelter.
- Use index cards (3" x 5", 4" x 6", etc.) or pads of lined paper, if Form 5972 is not available.
- Use one form, one card, or one sheet of paper for each family. A family usually consists of all persons living in a household. Provide a Shelter Resident Information sheet to each family as they register (a copy of pages 51-52).
- Recruit shelter residents or local volunteers to do registration, if registration workers are not available.
- Indicate in the margin of the registration form those shelter residents who would like to volunteer for specific shelter jobs or have a specific skill that can be utilized in the shelter.
- Refer the following persons to the Disaster Health Services staff:
  - Ill or injured persons
  - Those on special medications or diets
  - Those who claim to have medical training

The Disaster Health Services staff should be available at the registration desk to help screen arrival at the shelter who need medical attention.

## INITIAL ACTIONS (continued)

- Refer persons with missing or deceased family members to Disaster Mental Health Services staff.
- If you are using Form 5972, keep the registration copy in a “Shoebox file” at the registration desk. All other copies should be given to the shelter manager for distribution to the appropriate activity groups.

## ONGOING ACTIONS

- Place a sign at each shelter exit reminding those leaving the shelter to go to the registration desk for “out-processing.” (Those leaving the shelter temporarily will have their registration cards flagged in some way to indicate their status.) For those families leaving the shelter permanently, the registrar should complete the information below the dotted line on the registration form and forward the form to the shelter manager.
- Maintain a log for visitors to sign in and out.
- Escort official visitors, including the media, to the shelter manager.
- Maintain a shelter census and, as required, report this information to the shelter manager.
- Provide a job induction for new or newly arriving registrars.

## CLOSING ACTIONS

- Ensure that shelter registration forms are forwarded to the appropriate location, as instructed by the shelter manager.



**Note:** Do not accept financial donations at the shelter, as this may give the appearance of payment of services. Instead, donors are encouraged to mail or deliver financial donations to the chapter. See page 43 for more information about donations.

# In the Field

## Feeding Responsibilities

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The feeding responsibilities in a shelter include supervising on-site food preparation and service for shelter residents and workers. The feeding supervisor advises the shelter Material Support Services supervisor of supplies that are needed, ensures that safe food handling procedures are followed, and sees that culturally appropriate menus are planned. The feeding supervisor may prepare and monitor the food service staff work schedule and record the hours of personnel as requested. This person must keep accurate records of food and supplies received and expended.

### INITIAL ACTIONS

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- In your initial briefing, whether it is at the disaster headquarters and/or with the shelter manager, discuss the best options for feeding at the shelter. These may include the following:
  - Fast food or restaurant-prepared meals (particularly during the first 24 hours)
  - Red Cross-managed kitchen
  - School cafeteria workers
  - Staff from church or other organization
  
- Establish a beverage and snack canteen service as soon as possible.
- In coordination with the shelter manager, determine when the first meal will be needed.
- In your initial meeting with a representative of the facility or with the shelter Material Support Services supervisor, identify supply sources for food and water.
- In your initial meeting with a representative of the facility or with the facility supervisor, identify food storage, food preparation, serving, dining, and garbage disposal areas within the shelter.
- Take inventory of food supplies on hand at the facility before preparing any meals, or designate a specific, secured area for those items available for use by the shelter food service.
- Work with the shelter manager and shelter Material Support Services supervisor to identify procurement procedures, local resources, and financial authority.
- Make sure the receiving area is close to a road and that there is enough room to maneuver delivery vehicles.
- Locate the storage area between the receiving area and the food preparation area. Make sure the area can be secured. Equip the areas with tables, shelves, and off-the-floor racks for storage of dry food and staples. Provide refrigeration if available.

### INITIAL ACTIONS (continued)

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- If all food is canned or ready to cook, the preparation area can be small. For fresh food, you will need work tables, cutting boards, sinks, utensils, cookware, and garbage containers.
- The serving area should be near the preparation area. It should be arranged for cafeteria-style service or line feeding and should be equipped with several counters or tables for speedier service. If the shelter is serving as a fixed feeding site, be prepared to feed members of the community in addition to shelter residents. The serving rate for cafeteria-type systems is about eight people per minute.
- Set up the dining area near the serving area. Set up enough tables and chairs to accommodate the maximum number of persons expected to be served. If tables and chairs are scarce, plan for two or more seatings.
- Locate the disposal area away from the preparation, serving, and dining areas. Provide containers for disposal of trash, liquid waste, and garbage and an appropriate area for cleaning trash receptacles. Provide cleaning and disinfectant supplies.
- Identify available utilities. If no utilities area currently available, find out when supplemental power will be supplied or when utilities may be restored.
- Estimate staffing needs on the basis of whether food is to be prepared on site or delivered. Try to project these needs for the immediate future. Identify any facility personnel who will be working in the feeding function. You will probably be able to use shelter residents for most food service tasks. A general ratio is 1 kitchen staff per 100 meals prepared.
- Determine the initial menu plan. Review with the shelter manager and, when possible, shelter resident representatives to ensure cultural sensitivity and needs for feeding babies and young children.



### ONGOING ACTIONS

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- Establish a work schedule and assign shifts.
- Ensure that your staff are assigned to and briefed on their specific duties. Document hours worked daily by local volunteers and facility personnel.
- When the shelter first opens, there may be limited stocks of food available. If this is the case, do what you can with food stocks within the facility and with supplies you are able to acquire from the community. If necessary, ration food. Once you are receiving food supplies regularly, consider the following:
  - Do not duplicate primary (entree) menu items more than once every five days, if possible.
  - Keep menus simple
  - Use USDA foods when available. Purchase at wholesale. Observe purchasing procedures such as authorization limits.
  - If staffing levels are low, order convenience-packaged items, such as ready-made cole slaw, beef stew, etc., to save work.
  - Plan menus around the equipment you have on hand for preparation.
  - Listen to your shelter residents and staff. If you are serving items that are not liked, change them as soon as possible.
  - Be aware of weather conditions. If it's hot, serve more cold or chilled foods; if it's cold, serve more hot items.
  - Plan for 2,500 calories per day per person, three meals per day, and at least one hot meal per day. Try to serve nutritious snacks between meals and have beverages available during the day.
  - Coordinate special diet requirements with Disaster Health Services. Usually, products low in sodium and sugar will meet most needs.
  - Determine how many servings should be prepared. Add 10 percent to the number of persons expected to be served.
  - If water is in short supply, use it only for drinking and cooking. Plan on a minimum of 1 gallon of water per day per person for drinking.
  - Use perishable food first; rotate stock.
- Keep a record of all food and supplies obtained and/or received, including amounts and sources. Keep receipts for all food and supplies that your unit acquires locally. Record any food supplies belonging to the facility that were used. Record any breakage of facility-owned equipment.
- Ensure invoices are processed promptly for payment; keep copies.
- Ensure restocking orders are based on need by doing regular inventories. Watch inventory level and the numbers of meals served. Adjust orders as needed. Reduce orders as shelter feeding winds down.

# In the Field

## Feeding Responsibilities

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### ONGOING ACTIONS (continued)

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- Ensure that food areas are kept clean and sanitary, and that food holding times and other safety procedures are followed. Arrange for the local public health inspector to visit and advise you on local codes and health laws. Coordinate this with Disaster Health Services.
- Provide the shelter manager with daily statistics on the number of meals and snacks served.
  - A meal usually equals an entree, vegetable, fruit, starch, and beverage.
  - Snacks are counted individually.
  - Drinks are counted individually but are reported as a snack.
- Attend staff meetings and report food service statistics and any accomplishments, problems, or recommendations.

### CLOSING ACTIONS

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- Coordinate with the shelter manager regarding when the last meal will be served.
- Our goal is to end up with no excess supplies. If there are any, however, consult with the shelter manager about how excess supplies will be disposed of. Return supplies according to plan, including the following:
  - Inventory all remaining facility supplies.
  - Restock food and food service supplies that were taken from the facility's stores, including USDA food.
  - Inventory remaining supplies received from vendors. Make arrangements for the return of excess supplies.
- Thoroughly clean food service and food preparation areas.
- Provide worker evaluation and debriefing.
- Turn in all records and other documentation to the shelter manager.
- Prepare and submit a narrative report of your unit's activities, noting accomplishments, problems and how they were solved, and recommendations for future operations.

# In the Field

## Dormitory Management Responsibilities

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Dormitory management includes setting up sleeping areas in dormitory style, assigning sleeping areas, and coordinating with shelter Material Support Services for cots, blankets, comfort kits, and other items, if available and necessary. It also includes establishing entrance and exit controls and making sure the sleeping areas are monitored, especially at night. Specific tasks are listed below:

### INITIAL ACTIONS

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- When designating space within the dormitory area, consider allocating separate space for families with small children, the elderly, night workers who sleep during the day, and other unique situations.
- In an earthquake, consider structural damage and the possibility that residents may prefer to remain outdoors in open areas adjacent to the facility. In hurricanes, consider that shelter residents may be placed into confined areas of less than 10 square feet per person until the storm is over.
- Ensure that planning includes access to an movement within the building for persons with disabilities and other forms of support for people with particular needs.
- When needed, work with shelter Material Support Services to identify a source of cots and blankets. Use American Red Cross supplies when available. Otherwise, obtain permission to use the supplies located in the facility being used as the shelter.

### ONGOING ACTIONS

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- Coordinate with shelter Material Support Services to issue and return dormitory equipment.
- Coordinate activities with law enforcement officials or security to ensure that patrols circulate throughout the shelter and surrounding areas.
- Recruit volunteers from shelter residents to help keep the dormitory clean.

### CLOSING ACTIONS

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- Close the dormitory only after all equipment is properly disposed of and the area is cleaned and returned to pre-occupancy condition.

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### INITIAL ACTIONS

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- Using ID materials, post shelter directional signs from main roads, so that clients can locate the shelter.
- Using ID materials, post signs on outside of building, indicating which entrance to use.
- Using ID materials, put up internal signage. A good rule of thumb is about one sign per wall
- Make additional signs to label and provide directions to registration. Disaster Health Services, and restroom areas.
- Ensure that registration staff are briefed and prepared to answer common questions from new clients.

### ONGOING ACTIONS

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- Work with shelter Material Support Services to arrange for a television or radio so that clients and workers can get information about current disaster conditions.
- If possible, have copies of the daily newspaper available.
- Establish a bulletin board where messages, information, and shelter rules and routines, such as lights-out time, will be posted.
- The shelter manager will keep the lines of communication with the disaster relief operation headquarters open. This will ensure that up-to-date information from official sources is received.
- Work with shelter manager and staff to initiate regularly scheduled shelter meetings at which staff and residents can discuss shelter issues and disaster information.
- Work through the chapter or headquarters to invite governmental leaders and agency representatives to come and speak regarding recovery programs.
- Work with the shelter manager to initiate regularly scheduled staff meetings.
- Work to dispel rumors.

### CLOSING ACTIONS

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- Work with shelter Material Support Services to return borrowed television or radio equipment.
- Remove all interior and exterior signage.

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# In the Field      Disaster Health Services Responsibilities

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When mass care facilities are established by the Red Cross, Disaster Health Services (DHS) is responsible for providing quality health services and for seeing that applicable public health standards (state, county, or municipal) are met. Disaster Health Services employees and volunteers working in Red Cross shelters strive to meet the health needs of clients and workers. Disaster Health Services workers do this in part by acting as advisors to the shelter manager and the feeding supervisor on general health and safety issues. DHS workers—

## INITIAL ACTIONS

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- Determine the health needs of all shelter occupants and arrange to meet those needs. This work includes—
  - Assessing and referring the seriously ill and injured for health care.
  - Treating minor illnesses and injuries.
  - Looking for unreported health problems of shelter occupants and taking necessary action to care for these problems.
  - Assisting with arrangements for lost prescriptions or other essential health items.
- Be aware of any persons who have a communicable disease, isolate them from the rest of the shelter occupants as needed, and report noticeable trends in illness to the local health department.
  - Work with registration staff to enlist their help in referring people to DHS who may have health problems.

## ONGOING ACTIONS

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- Arrange for health care for infants, the elderly, or persons with disabilities.
- Arrange for medical coverage by a physician as needed.
- Determine any needs for special diets (including formula and baby food for infants) and ensure that these needs are communicated to the feeding supervisor.
- Assess the number and type of injuries and the age of the population affected, and plan preventive interventions.
- Prevent pre-existing health problems from getting worse.
- Establish contact with local health care agencies, including the Health Department.
- Refer persons to the Client Casework Services or Mental Health Services or community resources as necessary.
- Establish communications with other health care providers.
- Follow up on care that has been provided and on referrals that have been made to ensure that needs have been met.

# In the Field      Disaster Health Services Responsibilities

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## ONGOING ACTIONS (continued)

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- In coordination with the shelter manager and feeding supervisor, arrange for inspections of the shelter by public health officials, including inspections of food storage, food preparation, and food serving areas, restrooms, and health care areas.
- Ensure that conditions are sanitary in the shelter. The shelter manager should be kept advised about these conditions.
- Work with the shelter manager or other administrators to ensure the security of all medical supplies and equipment.
- Provide 24-hour medical coverage for the shelter occupants.
- Maintain appropriate Disaster Health Services records.
- Maintain open communication with Disaster Mental Health Services to ensure that common health and mental health concerns are being addressed in a collaborative manner.



# In the Field      Disaster Health Services Responsibilities

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## CLOSING ACTIONS

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- Transfer medical records as instructed by the shelter manager and DHS technical supervisor.
- Follow shelter Material Support Services procedures regarding supplies and equipment.

*Note:* Disaster Health Services is also responsible for obtaining necessary waivers from public health officials when compliance with official regulations is not realistic under the circumstances. These waivers are obtained by working with the shelter manager, other administrators, or the chapter.

When a nursing home or a hospital evacuates to a Red Cross shelter, it is provided with separate space to accommodate its people, supplies, and equipment. The responsibility for the care of the clients rests with the staff of the institution. The shelter Disaster Health Services lead will serve as a liaison between the shelter and the institution's staff. The staff of those institutions must continue to be present and provide the usual care that they give to their clients.

When the shelter population has many medical cases or many people with special problems requiring more than the usual care that DHS personnel can provide, DHS in consultation with operations management should contact local public health authorities and inform them that public health intervention is needed, or request that they establish a temporary infirmary.

**The Red Cross cannot operate a facility during a disaster that would require licensure during non-disaster times. It is important to keep in mind that the health of the community is the responsibility of the local public health authority, not the Red Cross.** As with temporary infirmaries set up by evacuated institutions, temporary infirmaries set up by the local public health authority are to be operated under the medical supervision of this authority. If the authority requests assistance, the Red Cross may supplement with staff, who then are under the supervision and control of the local public health officer. The Red Cross may also help with food and in procuring supplies and equipment. However, the responsibility for providing medical and nursing care rests solely with the local public health department.

Temporary infirmaries remain open only until residents of the institutions can return to the institution or until disaster victims can return to their homes, or are referred by the local public health authorities to other health care providers.

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# In the Field      **Disaster Mental Health Services Responsibilities**

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Disaster Mental Health Services (DMHS) workers assist shelter residents as they cope with the aftermath of the disaster including the stressors and frustrations of living in a congregate shelter.

## **INITIAL ACTIONS**

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- Assess needs and develop a plan to meet the mental health needs of staff members and clients.
- Consult with the shelter manager to clarify roles and expectations.

## **ONGOING ACTIONS**

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- Consult with the shelter manager on a daily basis, at a minimum, in person or by telephone to review changing mental health needs and DMHS service delivery.
- Recommend alternate accommodations to the shelter manager when the stress of communal living or pre-existing mental health conditions would be significantly detrimental to the mental health of a victim or the general shelter population.
- In consultation with the shelter manager, implement strategies that will help reduce stress for workers and shelter residents, i.e., coordinate activities for children, assist shelter staff in the best ways to announce changes in shelter life to provide opportunities for optimal support of shelter residents.
- Formulate and maintain a daily statistical log of interventions.
- Plan for appropriate referral of DMHS cases to local care providers or agencies.
- Request additional DMHS staff as needed, in consultation with the shelter manager.
- Be aware of known and potential mental health problems among community populations.
- Cooperate with and supplement the community's mental health resources as requested by officials of these resources, and coordinate activities of these resources as necessary and as agreed to by officials of these resources.
- Maintain open communication with Disaster Health Services to ensure that common health and mental health concerns are being addressed in a collaborative manner.

# In the Field      Disaster Mental Health Services Responsibilities

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## CLOSING ACTIONS

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- Ensure that follow-up is available for individual clients and staff as needed.
- Transfer reports and records as instructed by the shelter manager and DMHS technical supervisor.

In addition to the client services listed in previous checklists, clients may have some additional needs. It is important for shelter workers to determine which clients may not have spoken with a Individual Client Services worker and encourage them to do so. Shelter workers should also identify needs for recreation and play areas and resources such as nearby laundromats and pay phones. Addressing these needs becomes particularly important in longer-term shelters.

### INITIAL ACTIONS

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- Consult with the shelter manager and Disaster Health Services to identify residents who may need special services.
- Speak with shelter residents or representatives to help determine their housing needs.
- Determine local resources, such as laundry facilities, pay phones, and kennels for pets, that are available to support shelter residents' needs.

### ONGOING ACTIONS

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- Work with Disaster Mental Health Services to arrange for counseling services needed for shelter residents.
- Work with Individual Client Services team assigned to shelter to ensure that emergency assistance is provided to shelter residents. Notify the Individual Client Services team of any clients with ongoing needs or unusual circumstances.
- Identify resources for translation services as needed.
- Provide recreational activities for shelter residents, especially children and young adults. Provide coordination of child care services as needed.
- Provide information about community resources that might be available to help meet disaster-caused needs of shelter residents. The Individual Client Services team may be able to provide you with this information.

### CLOSING ACTIONS

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- Coordinate with the shelter manager and Individual Client Services to ensure that all families are placed in alternate housing. Notify Individual Client Services of any unusual needs that may be preventing the family from recovering.

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# In the Field      Inter Facility Communications Responsibilities

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Communications is usually a full-time, 24-hour position at shelters when telephones are out of order or anticipated to be out of order. Consequently, we often rely on amateur radio operators (HAM) to provide initial communications between the shelter and the chapter or headquarters and other parts of the disaster relief operation.

## INITIAL ACTIONS

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- Meet with the shelter manager to determine the appropriate location for radios and to identify which people will have the authority to transmit messages.
- Establish contact with the chapter or headquarters.
- Brief staff who have the authority to send messages via the radio.

## ONGOING ACTIONS

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- Receive and send messages as requested.
- Maintain communications log.
- Identify additional communication needs for staff and clients.

## CLOSING ACTIONS

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- Return equipment to owners and clean space.

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# In the Field      **Staff Recruitment and Placement Responsibilities**

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There are many tasks that need to be performed in order to open, operate, and close a shelter. Staff recruitment and placement workers anticipate the demands for staff and the people available. They coordinate with the shelter manager and supervisory staff to recruit, place, and release employees and volunteers.

## **INITIAL ACTIONS**

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- In consultation with the shelter manager and supervisory staff, list the tasks to be performed, specific skills needed, and hours required daily for each key responsibility within the shelter.
- Prepare a daily schedule for each responsibility that includes the list of tasks to be performed, number of staff needed, and schedule of times for tasks to be performed.
- Secure a work space that is easily accessible, with space for incoming staff to sign in, be interviewed, and be given job induction.
- Ensure that appropriate records are kept on all shelter staff and that the records are provided to Staff Services at headquarters.
- Assess the need for job induction or additional training for all shelter responsibilities and determine who can provide it. Make arrangements such as location, announcements of training activities, and other logistical needs.
- Assess the need for additional personnel to support the duties of each responsibility.
- Ensure that all shelter staff are properly identified. Track which identification items are issued and to whom they are issued. Recover identification materials from local volunteers after their shifts are over.

# In the Field      Staff Recruitment and Placement Responsibilities

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## ONGOING ACTIONS

- Survey the existing shelter population for people with the types of skills and abilities needed as a possible source of staff for each shelter responsibility.
- Recruit for unfilled positions from the community or pass on a list of the remaining unfilled positions to the shelter manager.
- Make provisions for interviewing and assigning spontaneous community volunteers.
- Provide job induction of incoming staff. Brief all new personnel on the following subjects:
  - Name and title of their supervisor
  - Shelter organizational structure
  - Their job description
  - Working hours and daily schedule
  - Standards of personal attire and the importance of Red Cross ID
  - Staff meetings
  - Available resources
- Keep a daily record of all local volunteers working in the shelter, including name, address, phone number, and dates and times worked.
- Provide the shelter manager with daily statistics, by personnel category, on staff assigned and currently working in the shelter. Report on progress in filling staffing requests and on any problems encountered the previous day.
- Ensure that workers from outside the area are prepared for vouchering expenses and that, if additional travel advances are needed, this need is communicated to the appropriate source.

## CLOSING ACTIONS

- Coordinate with the shelter manager, the transfer or release of staff from the shelter, ensure that performance evaluations are completed, and ensure that transportation is arranged, if needed, to the point of out-processing.
- Ensure that the names and addresses of all staff who worked in the shelter are submitted to the appropriate office for recognition.
- Ensure that all employees and volunteers records are forwarded to the appropriate office.
- Return retrieved vests and aprons to Material Support Services for laundering and repackaging.
- Prepare and submit a narrative report of your unit's activities, noting services provided, accomplishments, problems and solutions, and recommendations for future operations.

# In the Field      Material Support Services Responsibilities

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Material Support Services workers in a shelter coordinate getting needed supplies and equipment to the shelter, making sure that the facility and equipment remain in good condition, and returning borrowed items when the shelter closes.

**NOTE:** In some cases, the term “logistics” will continue to be used.

## INITIAL ACTIONS

- Using the *Facility Agreement and Facility Survey*, if they already exist, meet the facility representative for a pre-occupancy inspection. If one has not been completed, negotiate and sign a *Facility Agreement* (Form 6621). Conduct pre-occupancy inspection using *Self-Inspection Worksheet Off-Premises Liability Checklist* (Form 6505), and assess the general condition of the facility, siting pre-existing damage. Inventory and establish security for supplies and equipment.
- Inventory supplies belonging to the facility that may be used for the shelter.
- Determine your local purchase procedures and limits with shelter manager.
- Order additional supplies as needed (see attached supply ordering procedures). Discuss a process for procuring food with the shelter manager and feeding supervisor.
- Prepare the building for operation with the shelter manager’s approval. In coordination with the shelter manager, identify areas for reception, registration, health and mental health services, the dormitory, the cafeteria, child care, recreation, the staff restroom, the shelter manager’s office, and the storage area for Red Cross supplies.
- Arrange for security inside and outside the facility. Security may be provided by the following:
  - Red Cross workers (primarily responsible for conducting dormitory rounds, checking to see that doors are locked, etc.)
  - Private security guards (do not have the power of arrest).
  - Law enforcement officials (with the power of arrest). Arrange for police drive-bys and assistance, when conditions permit.
  - National Guard (if assigned and available).
- If necessary, contract security services, using operational communications channels.
- Establish procedures for controlling traffic and parking.
- Ensure that an adequate number of shower and bathing facilities are available in the shelter. If the water supply is not working, or facilities are inadequate, make alternative arrangements, such as delivering additional bottled water, as soon as possible, using operational communications channels.
- Ensure that an adequate number of toilets are available. If the water supply is not working or facilities are inadequate, make alternative arrangements, such as portable or chemical toilets, as soon as possible, using operational communications channels.
- Consult with the Disaster Health Services supervisor and feeding supervisor about public health inspection of the shelter, as well as other pertinent sanitation issues.

# In the Field      Material Support Services Responsibilities

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## ONGOING ACTIONS

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- Conduct routine security rounds. Do not conduct security rounds alone; always arrange for two or more workers to go together. These rounds should include a perimeter walk (when conditions permit) and interior walks, which cover all areas of the facility. At night, it should also include parking areas used by staff and shelter residents.
- Conduct daily inspections, including the following:
  - Kitchens
  - Food preparation areas
  - Storage areas
  - Serving lines
  - Eating areas
  - Restrooms
  - Shower facilities
  - Entrances and exits
  - Sleeping areas
  - Disaster Health Services and Disaster Mental Health Services area
- Take steps to resolve any facility or supply problem identified. Coordinate efforts with other activities.
- Consult with the feeding supervisor about food sanitation arrangements.
- Ensure that invoices received are promptly processed for payment.
- Arrange for proper garbage and trash disposal through the chapter or headquarters, even if there is no municipal pickup, using operational communications channels.
- Order necessary supplies and equipment to ensure proper sanitation and personal hygiene, using operational communications channels.
- Arrange for regular cleaning of the shelter, including food preparation areas, feeding areas, restrooms, and showers.
- Ensure that laundry facilities are available for the cleaning of towels, if possible.

# In the Field      Material Support Services Responsibilities

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## CLOSING ACTIONS

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- Return all rented or borrowed equipment to owners. Give signed receipts for such equipment to the shelter manager.
- Arrange for cleaning the facility and having it returned to the pre-occupancy condition to the extent possible. If costs are involved, consult your supervisor.
- Re-inventory supplies originally at facility to establish usage, so facility owner can be reimbursed.
- Return all Red Cross supplies and equipment to the chapter or central storage facility. Submit to the shelter manager a list of items returned.
- Forward all pending financial commitments for payment according to the established system. Ask suppliers to send final bills to the supervisor.
- Consult with your supervisor about transfer or release of staff.
- Conduct a final inspection of the building with a representative of the building, and complete a *Release of Facility* (Form 6556) and send the original to your supervisor. If there any problems or damages, note them on a separate piece of paper and attach them to the release. The chapter will work with the facility representative to resolve the issues.

# In the Field      Material Support Services Responsibilities

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## SUPPLY ORDERING PROCEDURES

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These procedures are for staff in the shelter when they order supplies through the Red Cross. If you need to order directly from the community, coordinate with the shelter manager and Community Services at the chapter or headquarters. This will be done in coordination with Material Support Services. Coordination is needed to avoid duplication of purchases.

### *Ordering From the Red Cross:*

1. Fill out two copies of the Disaster Supply Requisition (Form 6409) for each order you are placing, and follow approval procedures as specified by your supervisor.
2. The original is forwarded to the shelter manager for approval, then to Community Services at disaster headquarters.
3. When the order arrives, check the shipment against your copy. Sign your copy of the receipt to indicate that you received the shipment, and note any shortages, averages, or damaged items.
4. Put the copy of the form in the “Order Completed” file.
5. If certain items have been back-ordered, place the copy of the requisition in the “Back Orders” file. Move it to the “Orders Completed” file when the rest of the order arrives.

### *Ordering From the Community:*

In special cases, it may be necessary for shelter staff to make purchases. The shelter manager can delegate this task to shelter Material Support Services and sign off on all purchases.

## In the Field

### Quick Start-up Checklist

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If clients are already waiting at the shelter when you arrive, the building may already be open and clients inside. It is also possible that facility representatives or government authorities have already assumed leadership of the shelter. Do the following critical tasks:

- Identify yourself to any leadership at the site, such as facility staff, governmental authorities, or spontaneous leadership. Introduce yourselves and say that you are with the Red Cross. Offer your assistance and support in getting the shelter up and running.
- Ask for volunteers to help get things running more quickly.
- Immediately assign people to the following tasks:
  - Get people to safety and out of the weather. Set aside an area for people to wait comfortably.
  - Set up registration area.
  - Establish crowd control and traffic patterns both inside and outside.
  - Post Red Cross signs and shelter rules.
  - Guide media (if present) to waiting area, and brief them as soon as possible.
- Contact disaster relief headquarters or chapter and confirm your arrival and the situation.
- Once tasks are assigned, the shelter manager and/or shelter Material Support Services will use the *Facility Agreement and Facility Survey*, if they already exist, to conduct a pre-occupancy inspection with the facility representative. If one has not been completed, negotiate and sign a *Facility Agreement* (Form 6621). Conduct pre-occupancy inspection using *Self-Inspection Worksheet Off-Premises Liability Checklist* (Form 6505), and assess the general condition of the facility, citing pre-existing damage. During or immediately following the walk-through, the shelter manager and shift supervisor should determine how the space will be allocated.
- Establish feeding, at least beverages and snacks.
- Once these tasks are completed, regroup the shelter team and assign more formal roles and responsibilities.

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# In the Field      **Assisting People With Disabilities**

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When people with disabilities seek shelter at a Red Cross facility, it is important to work with them individually to assess their needs and to determine the best way to meet those needs. Many individuals find Community Services shelter arrangements difficult, being separated from their personal items and familiar surroundings. This can be more difficult, and often frustrating, for an individual with a disability who, as a result of a disaster, has been cut off from people and equipment that he or she relies on for assistance.

Disaster Health Services and Disaster mental Health Services are valuable resources when trying to determine ways to meet the needs of an individual with a disability. In all cases, coordination between shelter management, Disaster Health Services, Disaster Mental Health Services, and the client will determine the solution that best meets the needs of the individual and other shelter residents.

## **PERSONS WHO ARE MOBILITY IMPAIRED**

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People who use wheelchairs, walkers, crutches, canes, or any other walking aid may have differing abilities to access and move about in the shelter. Common facility problems include no curb cuts; no railings; no accessible restrooms (especially if using portable toilets), showers, or telephones. When selecting possible shelter sites, consider the following:

- Can people with mobile impairments enter the building without assistance?
- Once inside the facility, can people with mobility impairments access the necessary areas of the shelter?
- Are there temporary measures (such as temporary ramps) that will make this facility more accessible?

# In the Field      **Assisting People With Disabilities**

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## **PERSONS WHO ARE MOBILITY IMPAIRED (continued)**

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If the Red Cross must open a shelter in a facility which is not fully accessible, there are several possible solutions. Discuss with the facility representative any temporary facility changes before implementing them.

- Look for other entrances to the facility, such as a garage, if there is no access through usual entrances. If possible, provide a temporary ramp. As a last resort consider recruiting Red Cross staff to open doors and to lift a person in a wheelchair onto sidewalks without a curb cut, and up and down stairs. However, use extreme caution if you select this option. Lifting up stairs and curb cuts can be dangerous for both the person with the disability and the attendants, and may be impossible if the individual uses a motorized wheelchair.
- Portable toilets and showers may be secured if there is no access to these facilities for persons with disabilities.
- In facilities where wall-mounted equipment, such as drinking fountains or pay phones, is out of reach to a person who uses a wheelchair or hard to operate by an individual using a walking aid, consider having alternatives like bottle water with flex straws or pliable paper cups and desk top or cellular phones available.
- If the shelter is only expected to be open for a few hours, it may be possible to have a Red Cross volunteer or other shelter resident serve as a companion to assist the client in moving in and out of the shelter and to other areas within the shelter. However, this is only a short-term solution. If the client expect to remain at the shelter for more than 24 hours or usually has a personal attendant or companion to provide services at home, the client is expected to make arrangements for that person to come to the shelter to perform the same duties, or the person may have to be relocated.
- It may be necessary to provide hotel accommodations if a shelter facility cannot be made accessible or if a person cannot use a cot. Work with the client and Disaster Health Services to determine the best solution.

Even if a facility is accessible, some clients may have additional needs, such as a place to recharge wheelchair batteries, assistance getting onto and up from cots, or carrying meals or other personal items. Be sensitive to these needs and ask the client what assistance may be required.

For clients who have disabilities, transportation to an from the service center or chapter may be difficult. Arrange for accessible transportation, or work with the shelter manager and Individual Client Services to have a worker come to the shelter to meet with clients.

# In the Field

## Assisting People With Disabilities

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### PEOPLE WITH VISUAL DISABILITIES

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For a person who is blind or has a visual impairment, a shelter can pose several challenges. Often, cots, tables, and chairs are moved during the day, which can interfere with landmarks for navigating through the shelter. The shelter environment may also contain communication barriers. We often use visual means such as signs, posters, and information sheets to convey information. Remember, a person with a visual impairment has the same needs for information as a person who is sighted. Suggestions include the following:

- Depending on need, provide a verbal orientation to the shelter facility.
- Provide assistance with equipment such as phones.
- Offer assistance when going through feeding lines.
- Assign a cot space in an area with a permanent fixture, such as a wall or column, and where access to other facilities like eating areas and restrooms does not take the individual through an obstructed area.
- Post general information in large print.
- Offer to read information aloud.

### PEOPLE WITH HEARING DISABILITIES

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Hearing impairments may also vary widely, from hard of hearing to profoundly deaf. However, as with sight impairments, a hearing impaired person has the same needs for information as a hearing person. Discuss with the person the level of assistance needed to communicate. If the client communicates through American Sign Language (ASL), ask if there are any workers or other clients who know ASL. It may be helpful to assign a companion to the person who is deaf, or another client may volunteer to assist. Have workers carry paper and pens, and provide them to other clients who may be communicating with the client who is hearing impaired. Make sure that information about the disaster from television and radio stations is relayed to the client as well as information about or changes in the shelter routine. Here are some suggestions:

- If the client is hard of hearing or lip reads, try to separate the client from a noisy and distracting environment.
- If the information to be provided the individual is lengthy, offer it in a written format. If there are numerous questions to be asked, write them out with space for the client to complete them.
- Post general information in numerous locations.
- Provide access to closed captioned televisions and TTYs.

# In the Field

## Assisting People With Disabilities

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### SERVICE ANIMALS

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We often think of service animals as dogs only, but animals such as monkeys are also used to assist a person with a disability. Service animals are welcome at Red Cross facilities. Guide dogs, for example, are easily distinguished from ordinary pets by their red leash and collar, and service animals will usually have some form of photo ID. Shelter workers should allow the service animals to remain with the person with a disability at all times. It is important for workers to consider, however, that animal dander may cause respiratory or allergy problems for other shelter residents.

- For clients with service animals, offer a sleeping space in a separate room or a room with fewer people in it. People with allergies or a fear of animals should be directed to space away from the service animal(s).
- Address with the individual their responsibility for feeding and care of their service animal. Discuss designating a dog relief area, and provide disposal containers.

### EMERGENCY PROCEDURES

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Occasionally, the circumstances of a disaster force us to evacuate a shelter. It is important to identify those individuals who may need assistance in the event of an evacuation. Consider assigning these individuals sleeping areas located close to the exits. Be sure to communicate emergency information to persons with disabilities. If you must relocate shelter residents, select a mode of transportation that will accommodate people with mobility impairments. Be sure to share information about those needing special assistance with staff at shift changes.

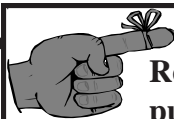
### TALKING WITH THE MEDIA

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It is always important that chapters develop a good relationship with the media, but when a disaster occurs, working with the media is especially important. The press can help us get the story out by telling people where the Red Cross is located and what services are available, as well as where volunteers are needed, and how the public can make financial contributions. It is not the role of the staff at a shelter to actively seek out the media for interviews. (In general, all media outreach should be coordinated by Public Affairs or the Chapter.) However, shelter staff may encounter the media while at the shelter or while out in the field. As far as the media is concerned, anyone from the Red Cross may be perceived as a Red Cross spokesperson, so the media are apt to seek information from anyone wearing Red Cross identification.

When approached by the media—

- Respond courteously, and cooperate if possible.
- Get the reporter's name, station or newspaper, phone number, their requests for information, and any deadline. Give this information to the shelter manager and Public Affairs immediately.
- Respond to questions in a positive fashion, commenting only on the activities related to the shelter and available services.
- Speak only to the facts that you know. Refer questions about the overall operation to the Public Affairs or the chapter.
- Be clear. Use nontechnical language that is easy to understand. If you use a term that may be unfamiliar to the reporter (e.g., ERV), explain it.
- Think carefully before you answer. Remember that any statement made may be used out of context.
- When asked about a specific disaster victim, follow the *Red Cross Policy* on client confidentiality, which are contained in the Individual Client Services section of the document.



**Remember: To the Media, and therefore, the public, you are the American Red Cross.** Your actions, the words you use and the impression you make may be the primary way your community thinks about the Red Cross.

### **CAMERAS INSIDE THE SHELTER**

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Media crews may ask to take pictures inside the shelter. Our first obligation is to the privacy of shelter residents; however, it is usually possible to assist with the story. Explain this to the crew, and offer possible alternatives, such as the following:

- Ask one or two clients if they might be willing to talk with the media (see guidelines below). If so, select an area for the interview that will not impose on other clients' privacy.
- If the shelter has only a few residents, you could select a small area of the shelter, announce to all residents that the media is going to be conducting a short interview in that area, and ask anyone who does not want to be in the video to step away for just a few moments.
- Set up a media area in the facility away from the sleeping areas.

### **IDENTIFYING POTENTIAL HUMAN INTEREST STORIES FOR THE PUBLIC AFFAIRS ACTIVITY**

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The shelter manager may be asked by the Public Affairs Staff to identify families as subjects of potential human interest stories. Shelter staff should be alert to such possibilities. In general, these families are—

- People who are willing to talk about their experience.
- People who will not be embarrassed or harmed by the publicity.
- People who are expressive about the assistance they have received from the Red Cross.

The Shelter manager looks for families that would make for an unusual story, such as families helping others despite their own losses. The story should also convey how the Red Cross helped these families.

# In the Field

## Donations

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All Red Cross disaster relief is a gift from the American public, provided through generous donations of time and money. The Red Cross does not charge for disaster assistance, and clients do not repay the Red Cross for the assistance they receive.

### **Cash Donations**

Often clients or other members of the community will try to give shelter workers donations for the Red Cross. Workers should never accept cash or checks. There are several reasons for this. A client might see a worker accepting the donation and mistakenly believe he or she must pay for Red Cross services. Also, as a Red Cross worker, you will have enough tasks without having to safeguard cash or checks. Have anyone who is interested in making a donation send their check made to the American Red Cross Disaster Relief Fund to their local chapter or to American Red Cross Disaster Relief Fund, P.O. Box 37243, Washington, D.C. 20013. If possible, have them call 1-800-HELP-NOW to charge their gift or provide the address and phone number of the local chapter.

### **In-Kind Donations**

Merchants in the community may contact you to offer meals or goods for the relief effort. Give these donors the phone number for the job headquarters or chapter and have them speak with the In-kind Donations administrator.

### **Food**

Just as the food that is prepared in Red Cross kitchens must meet local health department guidelines, donated food must also meet these same safety and sanitation guidelines. The Red Cross can only accept food that has been prepared in health department certified kitchens. The Red Cross seeks to ensure that proper food preparation and storage precautions are followed for food served to clients. Always coordinate the acceptance of any donated prepared food with local public health officials. Unfortunately, food that has been prepared in home cannot be accepted. Rerouting or denying these donations must be handled tactfully.

### **Used Clothing**

In addition to food, sometimes individuals or community groups generously offer donations that the Red Cross cannot accept for health or safety reasons. We do not generally accept used clothing because we do not have access to facilities or the staff needed to launder or dry clean clothing that may or may not be useful to clients. Instead Individual Client Services workers may be able to offer assistance for clients to purchase new clothes from local merchants. This is important not only so that clients can get exactly what they want or need, but it also helps merchants in the affected community resume business after the disaster. A best practice is to identify locations where these donations can be taken by other organizations.

# In the Field

## Forms

<b>FORM</b>	<b>USED BY SHELTER WORKERS TO...</b>	<b>WHERE IT COMES FROM</b>
<b>Resources Record</b> 6455	Track name of resource and contacts.	Shelter manager
<b>Disaster Shelter Registration</b> 5972	Register shelter residents.	Shelter staff assigned to registration
<b>Daily Shelter Report</b> (No form)	Keep track of all shelter activities.	Shelter manager
<b>Disaster Supply Requisition</b> 6409	Order supplies needed for the shelter.	Supervisor(s)
<b>Facility Agreement</b> 6621	Secure the use of the facility for a set time period and define the responsibilities all parties.	Shelter manager or shelter logistics
<b>Facility Survey</b> 6564	Record facility information used when selecting and opening a shelter.	Mass Care sub-committee at chapter or shelter staff
<b>Invoice Control</b> 6457	Track financial commitments (bills and receipts) for shelter.	Shelter logistics (if authorized to purchase)
<b>Non-Expendable Property Record</b> 5691	Record property loaned or rented to the Red Cross.	Shelter logistics
<b>Release of Facility</b> 6556	Conclude final inspection of a shelter at closing.	Shelter logistics
<b>Self-inspection Worksheet Off-Premises Liability Checklist</b> 6505	Assess shelter safety, suitability, and general condition.	Material Support Activity



**FOR LONGER-TERM SHELTERING, ADDITIONAL FORMS MAY BE NEEDED. ASK YOUR SUPERVISOR.**



# In the Field

## Forms

	<b>ACTION YOU TAKE</b>	<b>WHERE IT GOES NEXT</b>
	Fill out completely at time of contact.	Shelter manager
	Fill out completely. Make referrals to Disaster Health Services or Disaster Mental Health Services as needed.	Shelter master file and Disaster Welfare Information
	Complete and forward to Community Services at headquarters each day.	Shelter manager
	Complete. Shelter manager approves and forwards to Community Services at headquarters.	Community Services approves and gives to Material Support to fill order.
	Complete with facility owner and forward copies to appropriate activities as dictated on the distribution list.	Copies kept in shelter manager and Materials Support Services files.
	Complete with facility representative.	Chapter keeps agreement. Copies kept in shelter manager and Material Support Services files when the facility is activated.
	Enter the commitment made.	Shelter manager
	Complete a separate form for each item.	Shelter manager
	Complete during walk-through with facility representative at closing to ensure facility is returned in proper condition.	Shelter manager
	Note pre-existing damage to building and outside premises including parking lot. Review at post-occupancy walk through.	Shelter manager

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# In the Field

## Shelter Manager's Kit

As part of its disaster preparedness, a chapter should keep on hand one or more pre-packed shelter manager's kit(s). The list below shows the contents of a kit adequate for a shelter housing 100 persons. However, this list is meant to be a sample only. Chapters should adapt it to meet local needs. A footlocker or large insulated plastic ice chest makes a good container for the kit. Only items that have an indefinite shelf life should be placed in pre-packed kits. Other items such as batteries should be readily available for insertion in kits before use. Pre-packed shelter kits should be inventoried annually to ensure that forms are current and that items are in good condition.

<b>Red Cross Materials:</b>	2	pk/50 <i>Disaster Shelter Registration</i> forms (F5972)		
	2	pk/5 <i>Disaster Relief With Blank Block</i> (P928)		
	1	pk/5 <i>Sign Strips</i> (P926)		
	1	pk/5 <i>Disaster Directional Arrows</i> (P950)		
	1	pk/5 <i>Utility Pole ID</i> (P949)		
	1	pk/5 <i>All Disaster Help Is Free 24" x 36"</i> (P902A)		
<b>Red Cross Worker ID:</b>	20	Temporary Name Badges (F6712 shipped in pk/150) and holders Vests (320176) or other identification/apparel used by chapter		
<b>Offices Supplies:</b>	12	pencils	1 box thumbtacks	
	12	ballpoint pens	2 rolls masking tape	
	1	package 3" x 5" cards	1 roll Scotch tape	
	2	clipboards	1 package rubber bands	
	4	paper tablets	1 pair scissors	
	1	pencil sharpener	24 file folders	
	2	staplers	24 file folder labels	
	1	box staples	1 pad of easel paper	
	2	boxes paper clips	1 3-ring binder with tab dividers	
	1	package carbon paper	1 whistle	
	1	manual hole punch	1 roll orange tape for traffic control	
	2	large black magic markers		
	<b>Other Items:</b>	1	box trash bags	1 flashlight
		2	rolls paper towels	1 electric lantern
1		package paper napkins	1 flashlight batteries	
1		box safety pins	1 lantern battery	
1		bottle of all-purpose cleaners	1 battery-operated radio	
<b>Toiletries:</b>	1	pkg. disposable diapers	1 package antiseptic pre-moistened towelettes (40)	
	1	box sanitary napkins		
	2	boxes facial tissue		
	6	rolls toilet tissue		

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# In the Field      Annual Disaster Preparedness Checklist

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This checklist is designed for use by shelter teams who have a standing assignment to a specific facility.

- Obtain names of newly trained shelter staff assigned to your shelter team from your Red Cross chapter.
- Contact your chapter to get the dates of volunteer meetings, and provide the names of shelter workers you have recruited.
- Meet with the building manager to discuss and record any rules on the use of the building and update the facility surveys.
- Update the shelter staff roster. Ask alternate shelter managers to contact their backups and team leaders to get a list of vacation schedules.
- Prepare for the shelter team meetings and annual refresher session.
- Meet with the shelter team and building manager to discuss the plan for registration, the layout of the site, parking, etc. Provide a copy of the shelter floor plan, and discuss how the space is to be allocated, the movement of residents in the shelter, and the areas restricted from use.
- Update chapter vendor and material resource lists.
- Test telephone notification (call-down) procedures when notifying shelter staff of volunteer meetings.
- Inspect and replenish the shelter manager's kit(s)
- Disaster Health Services should inspect and replenish shelter first aid kits.
- Review the team roster and shelter plan, and submit changes to the Red Cross chapter.
- Schedule a planning or refresher session for the shelter team.

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# In the Field Shelter Resident Information

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<b>Welcome</b>	We hope that your stay here will be as pleasant as possible under the circumstances. Please take a few minutes to read this sheet, as it contains important information that you will need about living in this shelter.
<b>Registration</b>	Please Sign in at the registration area if you have not already done so. Registration is required so we have the records necessary to help you. All registration information is kept confidential. Please leave a forwarding address when relocating out of the shelter. This will allow our Individual Client Services and Welfare Information personnel to continue to assist you.
<b>Smoking</b>	You are not allowed to smoke, use matches, or use lighters inside the shelter.
<b>Personal Belongings</b>	We cannot assume responsibility for your belongings. We recommend that valuables be locked in your car, out of sight, if possible. If that is impossible, keep valuable items with you.
<b>Pets</b>	We understand that your pet are very important to you. For health and safety reasons, the Red Cross does not allow pets in Red Cross shelters. It is your responsibility to make provisions for your pet(s) before entering the shelter. If you need help in locating a kennel for your pet, please see the shelter staff. The only exceptions to this rule are service animals for people with disabilities.
<b>Children</b>	Parents are responsible for keeping track of and controlling the actions of their children. Please do not leave them unattended.
<b>Medical Problems or Injuries</b>	Notify our staff of any medications that you are taking. If you have a medical condition or are not feeling well, please contact the Disaster Health Services staff immediately.
<b>Alcohol, Drugs, and Weapons</b>	You are not allowed to possess or use alcohol or illegal drugs in any part of this shelter. No weapons are allowed in the shelter, except those of designated police or security staff.
<b>Volunteering to Help</b>	Shelter residents are encouraged to help in the shelter. There are many jobs that do not require special skills or training. Please see the staff if you would like to help.
<b>Telephones</b>	Shelter residents are asked to use the public pay phones. The other shelter phones are reserved for communications with emergency authorities and the American Red Cross disaster headquarters.

# In the Field Shelter Resident Information

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**Housekeeping**

Please help us keep our temporary home clean. Please pick up after yourself and help us with cleanup when possible. Food and drinks, other than water, are not allowed in the sleeping area.

**Quiet Hours**

Quiet hours are enforced in the sleeping area(s) between the posted hours (normally between 11:00 P.M. and 7:00 A.M.). However, sleeping areas should be kept as quiet as possible at all times of the day. Some shelter residents may work night shifts or may not feel well and want to sleep during the day.

**News Media**

News media representatives often visit shelter during disaster operations. They are allowed to enter the shelter and to request interviews or photographs. They will ask your permission first, and it is your right to refuse. Please report any problems with the media to the shelter manager.

**Special Requirements**

If you have any special requirements, such as a special diet, please contact the staff.

**Problems and Complaints**

Please direct all comments about the shelter operation to the shelter manager or shift supervisor.

**American Red Cross disaster assistance is free.**

**Note:** Poster Kit #906 contains a set of Shelter rules.



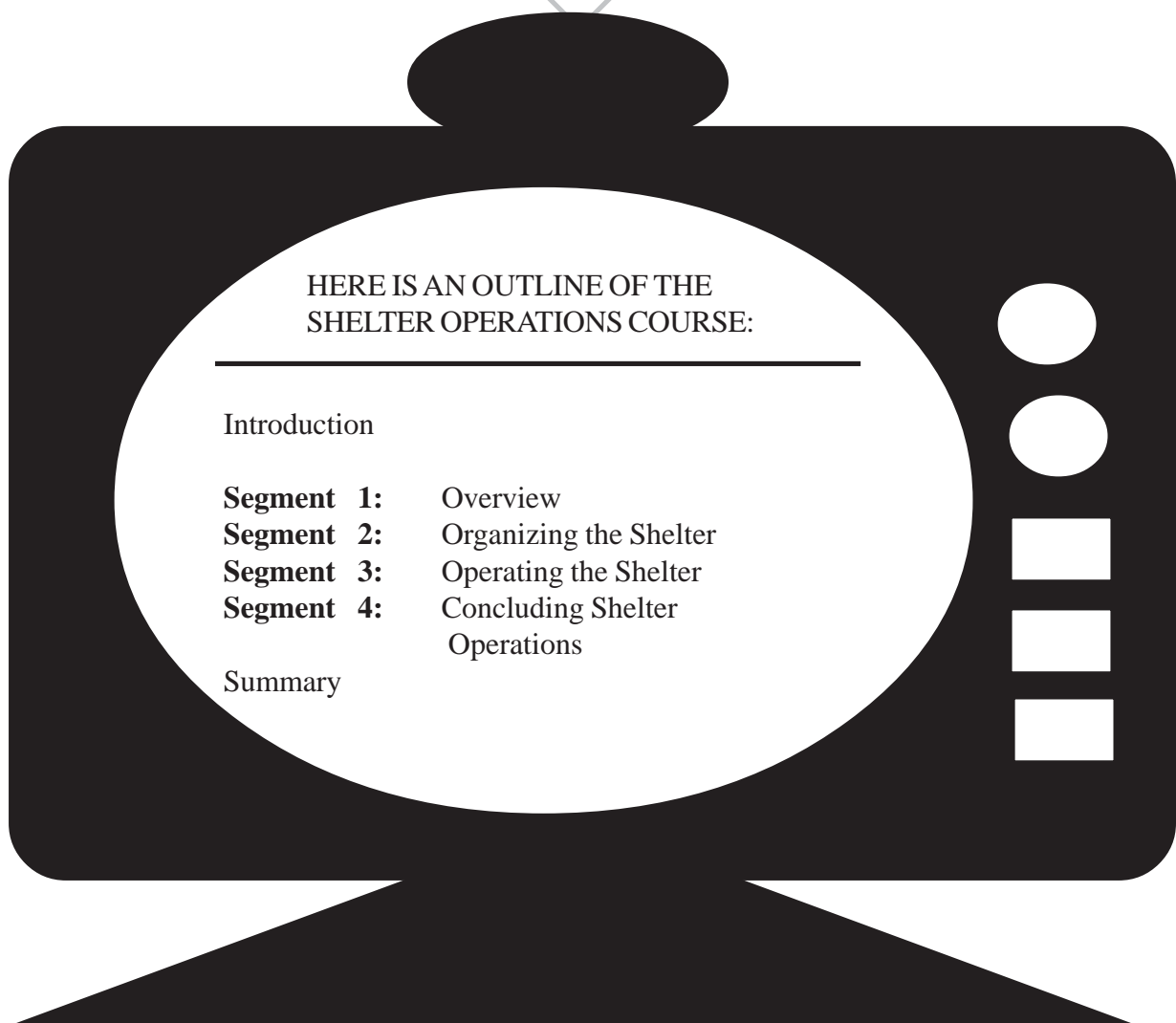
# Putting It All Together

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## Objectives

After taking this course, participants should be able to—

- Describe shelter opening, operating, and closing procedures.
- Explain ways to demonstrate quality service.
- Organize available human resources as a shelter operations team.
- Organize the physical facility and material resources to meet the needs of people in the shelter.
- Identify resources available to assist shelter workers



# Putting It All Together

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## SHELTER REGISTRATION FORM



**NOTES:**

**QUESTIONS:**

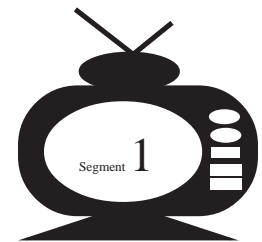
# Segment **1** Overview of Shelter Operations

---

## Summary

In this segment, you learned about the commitment and values that guide shelter workers as they provide quality service to clients. Our commitments, values and experiences shape our current sheltering processes. We will look next at the information chapters use to prepare for opening and operating a shelter and the initial steps in a shelter operation.

### FROM THE VIDEO SEGMENT



**NOTES:**

**QUESTIONS:**

# Segment 1 Overview of Shelter Operations

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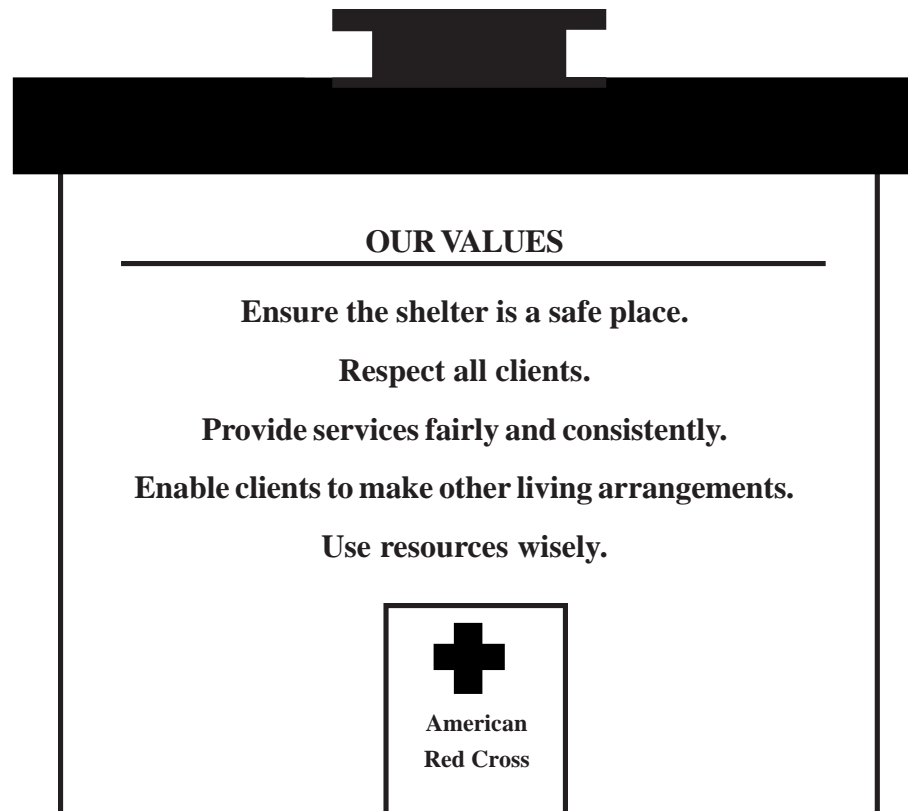
## THE BASIC COMMITMENT OF COMMUNITY SERVICES

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To take care of eating and sleeping needs of the people affected by disaster on an interim basis while they are making other arrangements.


Shelter workers uphold this commitment through a shared set of values. Values describe the way we intend to operate each day. Values are expressed in conversations and actions that support our commitments.

People can interpret our values from our behaviors. If our clients observed us in action at a shelter, what would they say are the values of the shelter workers who represent the Red Cross.



**OUR VALUES**

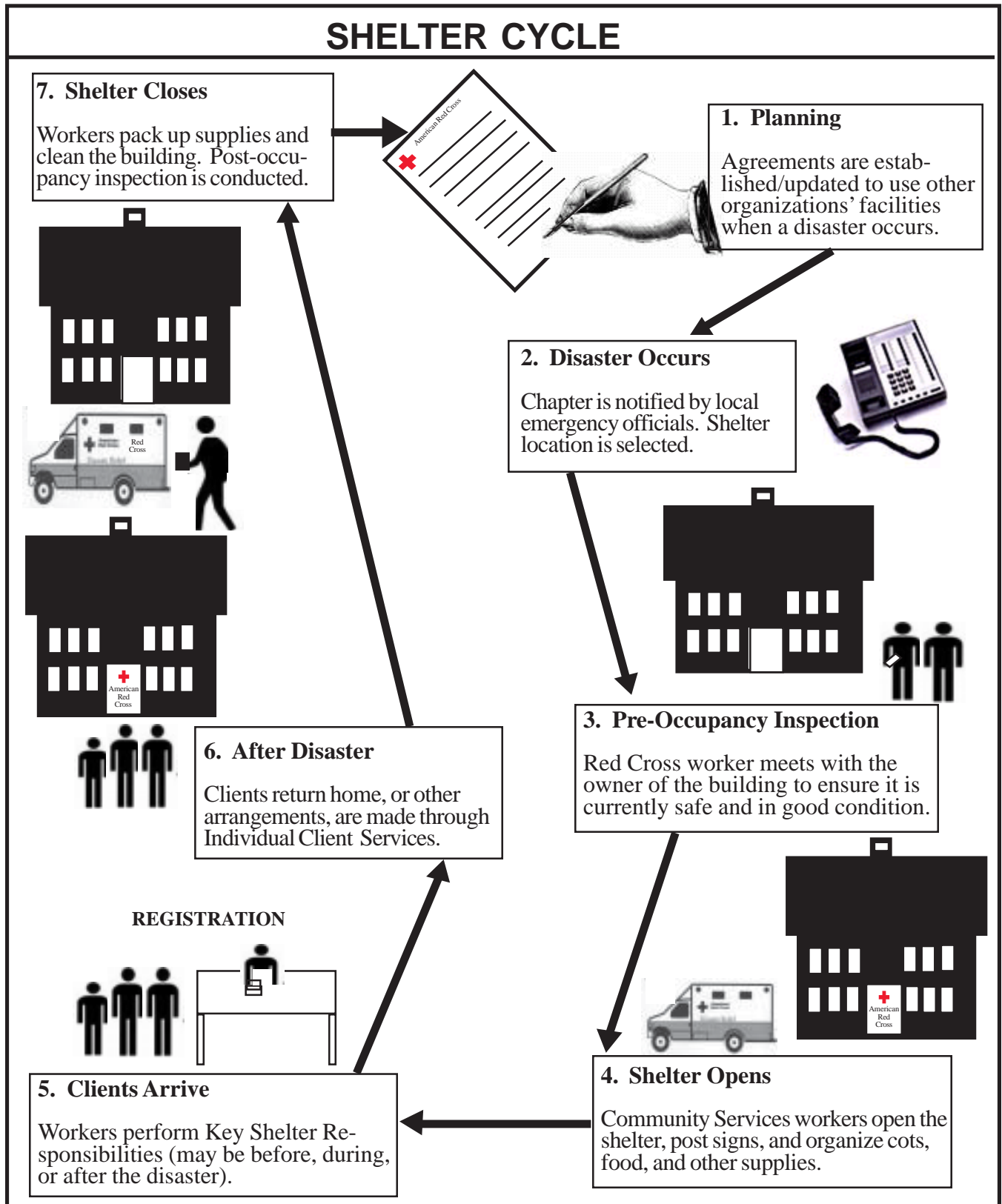
- Ensure the shelter is a safe place.**
- Respect all clients.**
- Provide services fairly and consistently.**
- Enable clients to make other living arrangements.**
- Use resources wisely.**



American  
Red Cross

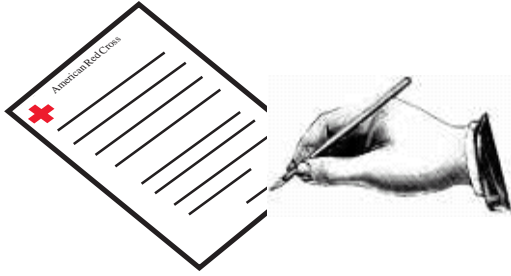
These values are at the heart of each decision that we make and each action that we take. You will have a variety of resources available to help you make decisions. Your final decision should take into account these values. They will always point you in the right direction.

# Segment 1 Overview of Shelter Operations



# Segment 1 Overview of Shelter Operations

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## STEP 1: PREPAREDNESS

An effective shelter operation begins long before a disaster strikes. Chapters anticipate what types of disasters could happen in their area, how many people might be affected, where shelters may be needed, how many trained workers will be available to run the shelters, and what supplies will be necessary.

### PREPAREDNESS GOALS

- ✓ Use a hazard analysis and gather demographic information to predict the people who might be affected by disaster and the needed for sheltering.
- ✓ Conduct a pre-disaster survey of potential shelter sites.
- ✓ Obtain written agreements with school districts, governments, religious organizations, or other groups to use their buildings as shelters should a disaster occur.
- ✓ Identify and train enough staff to open and run shelters for a minimum of 72 hours following a disaster.
- ✓ Establish accounts with vendors to provide food or supplies when a disaster occurs.
- ✓ Prepare one or more shelter manager's kit(s) containing the supplies and paperwork needed to open and run a short-term shelter.

### Who are our customers in a shelter?

Usually the people who come to a shelter are without other resources or a support network such as friends or family. Sometimes disaster workers or rescue workers will stay in the shelter too. This is more likely to happen in a large disaster.

# Segment 1 Overview of Shelter Operations

## TYPES OF SHELTERING OPERATIONS

### SHORT-TERM SHELTERING NEEDS

#### WARNING

##### Example: Hurricane Evacuation

- There is more time to open shelter.
- Residents can be advised to bring essential items.
- Residents can prepare emotionally.
- Residents are less likely to need long-term services.
- There may be fewer supply requirements

#### NO WARNING

##### Example: Apartment Fire, HAZMAT Spill

- There is less opportunity to consider site selection.
- Clients may arrive before Red Cross staff.
- Clients have little or no time to gather essentials.
- Residents are less likely to need long-term services.
- There may be fewer supply requirements.

### LONG-TERM SHELTERING NEEDS

##### Example: Slow-Rising Floods, Hurricane Aftermath

- There is more time to open shelters and establish logistical support.
- Residents needs longer-term services.
- There are greater supply needs.
- There is a need for longer-term staffing (shifts and replacements).
- The shelter may become a focal point for other community relief efforts.

##### Example: Earthquake, Tornado

- Clients may arrive before Red Cross staff.
- Clients have little or no time to prepare emotionally.
- There is a short lead time for obtaining supplies.
- There is a need for long-term services.
- There are greater supply needs.
- There is a need for longer-term staffing (shifts and replacements).
- The shelter may become a focal point for other community relief efforts.

# Segment 1 Overview of Shelter Operations

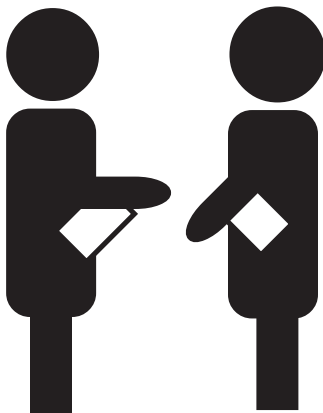
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## Working in Partnership

The Red Cross establishes partnerships with other organizations for coordination of resources in order to provide shelter and other mass care services in communities across the country.

### ESTABLISHING AGREEMENTS FOR:

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#### **Facilities**

Schools, governments, religious organizations, and other groups allow us to use their facilities as shelters.

#### **Personnel**

Often an organization will provide personnel to staff a shelter such as a church whose volunteers run a shelter, or county social service employees who are released to work in a shelter.

#### **Food, Equipment, or other Materials**

The Red Cross may establish agreements with other organizations to provide food or supplies should a disaster occur. If a need cannot be filled with a voluntary agreement, a chapter may set up accounts with vendors to supply these items.

#### **Information**

Chapters may share information with local emergency management officials and other community-based organizations so that services are coordinated and delivered in an effective manner.



# Segment 1 Overview of Shelter Operations

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## STEP 2: DISASTER OCCURS

When a disaster occurs, the Red Cross is usually notified by local emergency management officials. Then the local chapter goes into action. Often a chapter will send a Disaster Action Team to the scene to determine whether a shelter and other services are needed. The chapter can then select a shelter location and contact the shelter team.

These procedures differ from chapter to chapter. Be sure you understand your chapter's plan for responding to disasters and procedures for sheltering.

### SHELTERING PROCEDURES

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- Call-Down Procedures/Notification
  
- Shelter Selection
  
- Start-Up Procedures
  
- Communications
  
- Procedures for Obtaining Additional Resources
  
- Closing and Follow-Up Procedures

# Segment **2** Organizing the Shelter

---

## Summary

In this segment, we will review the initial actions of the shelter workers as they organize the team and open the facility. One of the first tasks is to assign the key responsibilities among team members. Completing a pre-occupancy inspection is another priority, along with allocating space and setting up the registration area.

### FROM THE VIDEO SEGMENT



**NOTES:**

**QUESTIONS:**

# Segment **2** Organizing the Shelter

---

One of the first tasks of the shelter team is to assign roles so that the key responsibilities below will be covered.

<b>KEY SHELTER RESPONSIBILITIES</b>	
<b>Shelter Management</b>	Provide supervision and administrative support for Red Cross responsibilities within the shelter. Ensure the needs of shelter occupants are being met.
<b>Registration</b>	Ensure that all shelter occupants are registered upon arrival. Maintain a system for checking occupants in and out when they leave for any period of time. Manage the system of record keeping for shelter registrations.
<b>Feeding</b>	Supervise on-site food preparation and service for shelter residents and workers. Advise the Material Support Services supervisor of needed supplies. Ensure that the food ordering process is established and implemented. Keep accurate records of food and supplies received and expended. Prepare and monitor the food service staff work schedule. Record the work hours of personnel as requested.
<b>Disaster Health Services</b>	Under the direction of the Red Cross medical consultant, the staff will protect health, prevent disease, provide first aid for shelter residents and staff, assume responsibility for the supervision of other health services staff, maintain records, and provide for 24-hour coverage in the shelter.
<b>Disaster Mental Health Services</b>	Provide mental health services at the shelter for both shelter residents and staff.
<b>Providing Information</b>	Provide access to factual information about the disaster. Post the location and hours of Red Cross Service Centers and other organizations that offer assistance. Set up bulletin boards and hold shelter meetings to dispel rumors.

# Segment **2** Organizing the Shelter

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## KEY SHELTER RESPONSIBILITIES

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**Dormitory Management**

Set up sleeping areas. Assign residents to sleeping areas. Coordinate with Material Support Services staff for cots, blankets, comfort kits and other resources if available.

**Other Clients Services**

Organize and administer play areas, recreation, transportation, and other services when shelter stays are long. Identify residents needing additional services and collaborate with Individual Client Services and other sources to meet such needs.

**Communications**

If phones are not working, operate and monitor amateur radio to relay information to and from the chapter or headquarters.

**Material Support Services**

Provide support for the use of the facility. Ensure the safety, security, and sanitation for the shelter. Procure, store, and distribute supplies and equipment at the shelter. Work with the representative of the facility to ensure that the buildings is used properly.

**Shelter Staff Recruitment and Placement**

Recruit, place, and support staff assigned to the shelter. Provide opportunities for shelter residents to serve as volunteers in the shelter.

## Segment 2 Organizing the Shelter



### STEP 3: PRE-OCCUPANCY INSPECTION

One of the first tasks in opening a shelter is to conduct a pre-occupancy inspection.

#### PRE-OCCUPANCY INSPECTION

- The shelter manager, and/or Material Support Staff (or a designated team member) meets the building owner/representative at the facility. Negotiate and complete a *Facility Agreement* (Form 6621) if not already completed.
- During the walk-through, the shelter manager completes the *Self-Inspection Worksheet Off-Premises Liability Checklist* (Form 6505) and does not following:
  - Assesses the general condition of the building
  - Notes any safety concerns or pre-existing damage
  - Receives any special instructions or restrictions on the facilities use (for example, do not use certain rooms)
  - Identifies equipment or supplies that need to be secured
- Keep this form with the shelter paperwork. When the shelter closes, this information will be used during the final walk-through with the facility representative before the Red Cross turns the facility back over to the owner. The Red Cross tries to return a facility to the same condition it was in when we borrowed it.

**These inspections are very important.**

**They alert us to potential safety hazards that could affect clients and workers. Also, we must know the condition of the facility before we use it, so that we can determine any pre-existing damage and any damage the Red Cross may be responsible for.**

# Segment 2 Organizing the Shelter

During the pre-occupancy inspection, you will begin to think about which rooms are suitable for various uses. This is the first step in allocating space, another top priority for the shelter team. Consider which areas you will designate for the activities below.

## ALLOCATING SPACE

- Registration area—should be near the main entrance
- Sleeping areas—you may need separate space for the following:
  - Families with young children
  - Elderly people
  - Single men
  - Single women
  - Those who have special circumstances
- Meal preparation area and/or serving area
- Snack areas where food and beverages are available 24 hours a day
- Storage areas for food and supplies
- Play areas for children and recreation areas for teens and adults
- Disaster Health Services/Disaster Mental Health Services area
- Individual Client Services interviewing area
- Shelter manager’s office
- Rest room for staff (in larger shelters)
- Media area

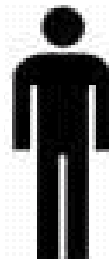


**Guidelines for planning:**  
40 - 60 square feet of sleeping space per person;  
1 toilet per 40 persons (6 for 200, 14 for 500)

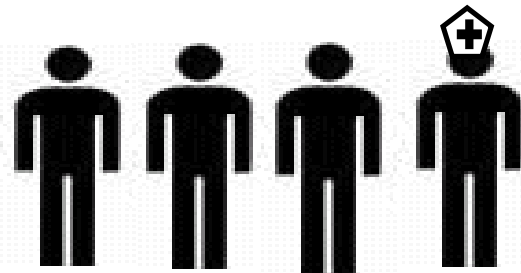
# Segment 2 Organizing the Shelter

## Staffing a Shelter

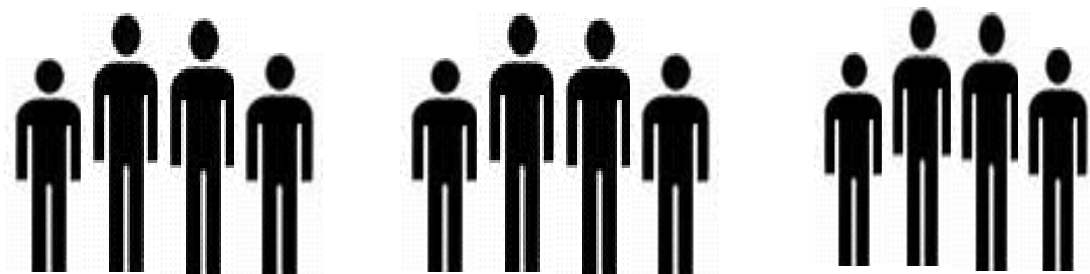
A shelter has to be staffed 24 hours a day. In general, the following staff are assigned to a shelter:



One shelter manager who works the primary shift.



Two to three shift supervisors who each work a shift, and a Disaster Health Services nurse(s) available 24 hours a day.

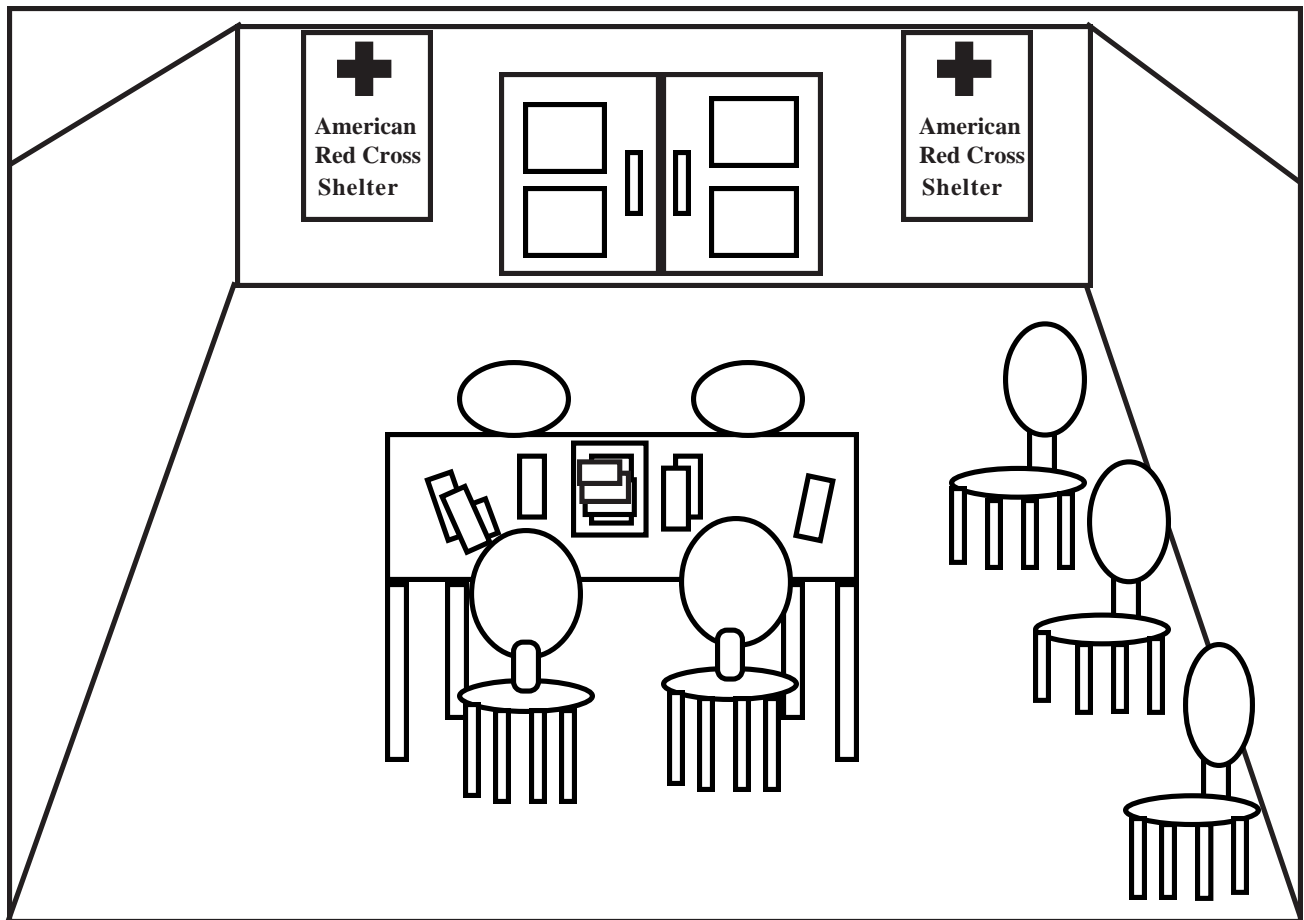


Other shelter workers who report each shift.  
Clients may volunteer to help out during certain times or on certain tasks.

# Segment 2 Organizing the Shelter

## Registration

Sample Registration Layout



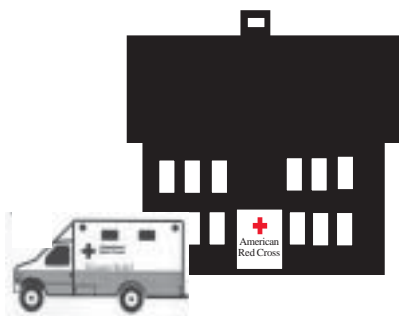
### Key Points About Registration

- If possible, set up the registration area before clients arrive.
- Signage on the outside of the building should direct the clients to the entrance where registration is set up.
- Allow enough room so that clients can form a line without waiting outside.
- Have people register as they first come into the shelter. They should sign in and out if they leave the shelter for long periods of time.
- Identify individuals who have medical problems or concerns for referral to Disaster Health Services or Disaster Mental Health Services.



## Segment **2** Organizing the Shelter

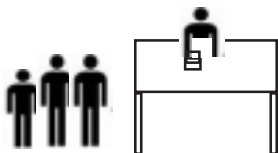
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### **STEP 4: SHELTER OPENS**

The shelter team may arrive at the shelter facility before the clients; however, if the building has been previously used as a shelter clients may get there before you. If this is the case, use the Quick Start-up checklist on page 35 to get the shelter set up and operating as quickly as possible.

#### **REGISTRATION**



### **STEP 5: CLIENTS ARRIVE**

If the chapter has been fortunate to have enough warning time to get a shelter team to the shelter in time for them to prepare the facility before clients arrive, the shelter team should be ready when the first clients arrive. We provide a safe environment and try to make their shelter stay as pleasant as possible. All the while, we get them connected to the Red Cross and other organizations who may be able to assist them.

Sometimes, a disaster does not develop to the level anticipated or the people affected have friends or family they can stay with. In these cases, we may open a shelter and no clients arrive. If this happens, the chapter may still leave the shelter open or on stand-by until after the danger has passed. The Red Cross would rather be prepared with a shelter than have people who need shelter with no place to go.

# Segment **3** Operating the Shelter

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## Summary

This segment focuses on the activities necessary to keep the shelter running smoothly and meeting client needs. We will review the “Three Rs” of sheltering and discuss the importance of communicating with those in the shelter as well as the outside world. We will also discuss the transition process if the shelter is open for longer periods of time.

### FROM THE VIDEO SEGMENT



**NOTES:**

**QUESTIONS:**

# Segment **3** Operating the Shelter

---

## **WHAT ARE THE THREE RS OF SHELTERING?**

---

- R \_\_\_\_\_
- R \_\_\_\_\_
- R \_\_\_\_\_

**What activities could be scheduled on a routine basis in a shelter?**

**What are some ground rules that the shelter team should establish?**

# Segment **3** Operating the Shelter

---

## Communications

Clear and timely communications are vital to running a successful shelter operation. Think in terms of the informational needs of other team members, clients, the chapter or disaster relief operation headquarters and the media.

### INFORMATIONAL NEEDS

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#### Clients

- Factual information about the disaster and its effects
- Information about what is expected of shelter residents and what they can expect in the shelter
- Where and how to get assistance (from the Red Cross and other agencies)
- Refer to the Providing Information Responsibilities checklist on page 17 and the Shelter Resident Information on page 51 for more information

#### Shelter Team

- Coordination of activities
- Expectation
- Updates between workers at shift change
- General disaster updates
- Refer to page 73 for more information

#### Chapter or Disaster Relief Operations Headquarters

- Initially, staff, address, phone number(s), shelter count, and initial assessment of situation
- Whether additional shelters will be needed (call with this information as soon as possible)
- Thereafter, shelter count, number of meals served
- Significant issues or challenges
- Requests you may have of the headquarters
- Other information headquarters may request from you
- Refer to the Shelter Manager's Responsibilities checklist on page 5 through 8 for more information

#### Media

- Information about what is going on in the shelter
- Refer to the Working With the Media section on pages 41-42 for more information

# Segment **3** Operating the Shelter

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Accurate, timely, and appropriate communications can help support the recovery of disaster clients. Here are some examples of shelter communication techniques and how they can be used to help the shelter operate properly.

## **Staff Meetings**

Communications with people being supervised must be two-way; otherwise, the relationship will eventually break down. A staff meeting should be held at least once per shift. Even if meetings last for only 15 minutes, they still provide a chance to communicate, relieve stress, and resolve problems. Try to allow the person fulfilling each Key Responsibility a few moments to give a status report. Make up a brief agenda of what you want to cover so that you can keep the meeting focused. Keep the meeting as positive and nonjudgmental as possible.

## **Shift Change Briefings**

It is very important that the staff coming on shift be aware of what has taken place on the previous shifts. This is especially important for Disaster Health Services, security, and the shift supervisors. Schedule about 30 minutes of “overlap” as the shift changes. This allows staff from both shifts to communicate with each other.

## **Log Sheets**

Just as the shift change briefing allows the different shifts to be aware of what happened on the previous shift, log sheets provide a method of communicating between shifts. They also document problems, commitments, solutions, and other important information. The log sheet allows you not only to document problems and solutions, but also to communicate information “upward.” Information about problems and possible solutions at your shelter may also be helpful to other locations.

## **Shelter Resident Meetings**

Clients benefit from being a part of the operation of the shelter. They should be allowed not only to help, when possible, but also to be involved in managing the shelter. Most shelters include members of already-established social groups who know each other and have established their communication patterns. Involving residents of the shelter by establishing “shelter advisory committees” can provide a more efficient methods of communications. They can assist the shelter staff in resolving any problems that may occur, and help with menu plans. This becomes more important the longer the shelter is open.

# Segment **3** Operating the Shelter

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## **Bulletin Boards**

Bulletin boards are another method of communicating with both the shelter residents and staff. Resident bulletin boards can be located in the registration or recreation areas. They can be used to post information, such as news releases, messages from friends and family, and lists of available resources such as housing. Staff bulletin boards can be placed in the staff break area. They can be used for many of the same purposes” news releases, notes from friends and family, staff schedules, thank-you notes, and operational memos.

## **Operational Memos**

All levels of the shelter management team need to communicate operational information to their staff. The information may be a directive, a thank you-you for a job well done, or a staff schedule. The memo can be posted on a bulletin board or delivered in a staff meeting.

## **Job Induction**

There will be times when your staffing needs cannot be filled with experienced personnel. Sometimes you will have to hold job induction sessions on the spot. The job induction can be brief, covering a specific skill such as how to complete a form, or it can be a more extensive, covering several tasks.

## **Facility Management**

Allowing a facility to be used as a shelter is a major commitment on the part of facility owners or managers. We must respect their commitment and their needs for involvement and information. You should meet regularly with the representative(s) of the facility.

# Segment **3** ..... **Operating the Shelter** .....

## **Transitioning to Longer-Term Sheltering**

When a disaster is prolonged or destroys a large number of homes, more clients are likely to need additional time to make housing arrangements. Sometimes, the nature of the disaster immediately indicates that clients will be unable to return to their homes. In other disasters, events unfold in such a way that shelters that we initially anticipate will be open only a few days end up being open much longer. In either case, the initial shelter team will have to anticipate longer-term shelter needs. This may affect the services we provide clients as well as change members of the shelter team.

In longer-term shelters, clients have needs that may not arise during a typical short shelter stay. For example, clients may wear the same clothes for a day or two, but after that, a change of clothing becomes more important. Supply needs may increase. Personal hygiene items and cots are items that clients may be able to do without for a short time, but in shelters open 48 hours or more, they become essential. When preparing meals for days or weeks, it becomes very important to have menus that reflect the cultures of the community. The need for other client services such as child play areas, recreational activities, and transportation also increases as the newness of the shelter begins to wear off and people begin to resume their pre-disaster activities.

In a larger disaster, where supply and staffing needs become more complex, the Red Cross uses some forms beyond the basic forms listed on pages 44-45. These additional forms are used to track people and material resources, and to better serve those affected by disaster. When the time comes to use these forms, your supervisor will provide you with guidance.

If possible, the chapter or headquarters will send other shelter workers to help you as you transition into longer-term issues. These workers may be from outside your area or even your state if the disaster is very large. If the disaster exceeds the ability of your local Red Cross chapter, or other chapters in your service area, the nationwide network of people and material resources will be called into action.

For the shelter team, the transition can cause mixed emotions. The first few days a shelter is open, people often run on adrenaline and work very long hours. The shelter team will make many decisions, solve many problems, and invest a lot of personal energy in running the shelter. Sometimes workers arrive well-rested and start to make suggestions about ways to improve the shelter. It is important to remember that just like you, these workers are there to make sure that clients get the highest quality service possible. They have been sent to allow the original shelter team time to get some rest or return to other family and work obligations.

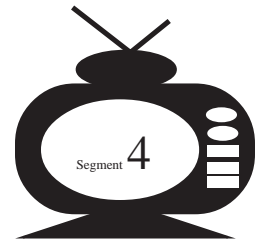
# Segment **4** Concluding Shelter Operations

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## Summary

In the final segment, we will look at the steps involved in closing the shelter and ways to incorporate the lessons learned into future disaster relief operations.

### FROM THE VIDEO SEGMENT



**NOTES:**

**QUESTIONS:**



# Segment **4** Concluding Shelter Operations

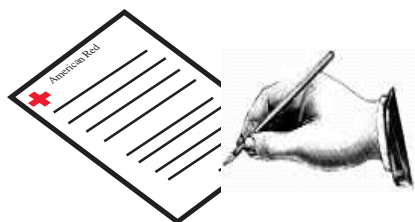


## STEP 7: CLOSING THE SHELTER

As shelter residents are able to move back into their homes, the shelter population will begin to dwindle. Individual Client Services interviewers will assist many clients with their recovery plans, and can be instrumental in helping those families who are unable to return to their homes or find suitable housing.

As the shelter population decreases, it is time to plan for closing the shelter. The Red Cross returns shelter facilities to the state they were in when before we opened the shelter, so closing a shelter means packing up supplies, returning borrowed equipment, and cleaning the premises. Discontinue phone, electricity, water, or garbage collection, if the Red Cross arranged for these services.

The shelter manager or Material Support Services worker should schedule a post-occupancy walk-through of the shelter with the facility owner. During this inspection, the Red Cross representative will refer back to the Facility Agreement (Form 6621), the Self Inspection Worksheet Off-Premises Liability Checklist (Form 6505), and any notes made during the pre-occupancy inspection. At the conclusion of the walk-through, ask the facility owner to sign the Release of Facility (Form 6556). If there any problems or damages, note them on a separate piece of paper and attach them to the release. The chapter will work with the facility representative to resolve the issues.



## STEP 1: PREPAREDNESS

One final step for the shelter team may be to share the lessons learned during the shelter process with the chapter. This information may come from the shelter log or through an after-action meeting with shelter staff. The chapter can use the feedback from the shelter team in future preparedness activities.

# Summary Exercise

## Practice

**Instructions:** The exercise includes situations that could occur in a shelter. Determine how your team would deal with each situation. Use the In the Field section of your workbook as a resource. You will each have 5 to 10 minutes to complete the exercise. Determine the best response to share with the class.

1. You don't have enough members of the shelter team to fully staff the shelter 24 hours a day.

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2. The shelter has a small kitchen with a limited food preparation area.

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3. A local church would like to start a clothing drive to assist the people affected by the disaster. They would like to deliver the used clothing to the shelter.

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4. The shelter manager wants comfort kits for the shelter residents.

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# Course Evaluation

## Shelter Operations

Please answer the questions below and return the evaluation to your instructor. Your ideas and suggestions help us to assess how well the Staff Services course satisfies your needs.

Name of your chapter or agency:

---

City and state where course was held:

---

Date of course: \_\_\_\_\_

Are you  employee or  volunteer

1. How did you learn about this course?

I saw or received a written notice about the course.

I heard about the course from someone.

I inquired about this course or other Staff Services.

Other: \_\_\_\_\_

2. How were you recruited to attend this course?

I asked to attend.

I was invited to attend.

My supervisor recommended that I attend.

Other: \_\_\_\_\_

3. How were you prepared for this Staff Services course?

I read the Fact Sheet.

I too *Introduction to Disaster Services* on \_\_\_\_\_  
month year

I took *Mass Care: An Overview* on \_\_\_\_\_  
month year

# Course Evaluation (continued)

## Shelter Operations

### 4. Your evaluation of the course

(Indicate your reaction to the course material and presentation using a scale of 1-5, 5 being the highest rating. Circle a number for each question.)

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| a. Did the classroom facilities and arrangements provide a suitable setting for learning?                                    | 1 | 2 | 3 | 4 | 5 |
| b. The course purpose was to introduce you to the key responsibilities of shelter workers. Did the course meet this purpose? | 1 | 2 | 3 | 4 | 5 |
| c. Did the course workbook help you understand and accomplish the learning objectives?                                       | 1 | 2 | 3 | 4 | 5 |
| d. Was the course presented at a level and pace suitable for your interest and understanding?                                | 1 | 2 | 3 | 4 | 5 |
| e. Were the methods used in presenting the course interesting and effective?   | 1 | 2 | 3 | 4 | 5 |

### 5. Your evaluation of the instructor

- |   | Instructor |   |   |   |   | Instructor |   |   |   |   |
|---|------------|---|---|---|---|------------|---|---|---|---|
|   | <hr/>      |   |   |   |   | <hr/>      |   |   |   |   |
| a. Appeared to be prepared.                             | 1          | 2 | 3 | 4 | 5 | 1          | 2 | 3 | 4 | 5 |
| b. Appeared to be competent in the subject matter.      | 1          | 2 | 3 | 4 | 5 | 1          | 2 | 3 | 4 | 5 |
| c. Gave clear and concise task instructions.            | 1          | 2 | 3 | 4 | 5 | 1          | 2 | 3 | 4 | 5 |
| d. Encouraged group involvement and participation.      | 1          | 2 | 3 | 4 | 5 | 1          | 2 | 3 | 4 | 5 |
| e. Handled questions and problems from the group.       | 1          | 2 | 3 | 4 | 5 | 1          | 2 | 3 | 4 | 5 |
| f. Used visual aids effectively.                        | 1          | 2 | 3 | 4 | 5 | 1          | 2 | 3 | 4 | 5 |
| g. Related one topic area to another during the course. | 1          | 2 | 3 | 4 | 5 | 1          | 2 | 3 | 4 | 5 |
| h. Summarized material to emphasize essential points.   | 1          | 2 | 3 | 4 | 5 | 1          | 2 | 3 | 4 | 5 |

# Course Evaluation (continued)

## Shelter Operations

6. What topics were not included or not covered sufficiently in this course:

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7. What comments would you like to share concerning the time, location, physical setting, materials, or content of this course?

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8. What comments would you like to make concerning the instructors' skills and relationship with the class that were either helpful or not helpful in your learning?

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# Disaster Services

ARC 3068-11A  
Rev. September 2005

*Together, we can save a life*