# Operating a Shelter Job Tool

## Disaster Cycle Services Job Tools

### DCS JT RESPOND/SHELTERING


July 2016

American Red Cross

# Change Log

| Date | Page(s) | Section | Change |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

# Table of Contents

# Introduction

The shelter manager works closely with workers in the shelter to resolve issues, handle unique and sensitive situations, and make decisions in the best interest of the clients during a Sheltering operation. Most workers provide services directly to clients in shelters, as assigned and directed by the shelter manager and shelter supervisors. Some workers provide support services to the shelter, such as assisting with staff scheduling, facilities and janitorial support, and administrative support.

Red Cross services are delivered to individuals, families, and communities with no discrimination as to race, color, national origin, religion, gender, gender identity, age, disability, sexual orientation, citizenship, or veteran status. The American Red Cross shall ensure inclusion of all diverse communities in its shelter operations.

The purpose of this job tool is to provide the tactical "how to" work instructions and guidance for shelter managers, shelter supervisors, and workers when resourcing, opening, operating, and closing a shelter.

This job tool should be used in conjunction with the following doctrine:

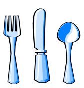
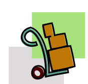
- Sheltering Standards and Procedures
- Sheltering Lead Job Tool
- Job Tool: Shelter Staffing
- Job Tool: Shelter Supply Standards
- Deploy Standards and Procedures
- Event Based Volunteer Engagement Toolkit
- Disaster Frontline Supervisor Handbook
- Care Assistance Program Toolkit

# Using This Job Tool

This handbook is your primary source for shelter guidance. Use it as a reference in the field during shelter operations, as a foundation for shelter training, and as a review to prepare for your deployment to a shelter.

# Icons Used in This Job Tool

| Icon | Target Audience |
|---|---|
|  | Indicates a responsibility specific to the shelter manager or their designee |
|  | Indicates a responsibility typically assigned to a worker |

| Icon | Area of Interest | Icon | Area of Interest |
|---|---|---|---|
|  | Directly Related to a Sheltering Standard |  | Registration |
|  | Feeding |  | Dormitory |
|  | Disaster Health Services<br>Disaster Mental Health Services |  | Information |
|  | Shelter Staffing |  | Logistics, Facilities, or Material Resources |

## Acronyms and Abbreviations Used in this Job Tool

| | |
|---|---|
| AD | Assistant Director |
| AED | Automatic External Defibrillator |
| DHS | Disaster Health Services |
| DMH | Disaster Mental Health |
| DRO | Disaster Relief Operation |
| ER | External Relations |

| | |
|---|---|
| FROST | Field Remote Operations Support Team |
| MCPC | Mass Care Procurement Card |
| MRE | Meals Ready to Eat |
| NEFRLS | National Emergency Family Registry and Locator System |
| NSS | National Shelter System |
| OM | Operations Management |
| PA | Public Affairs |
| P-Card | Purchase-Card |
| POC | Point of Contact |

# Shelter Process

Clients may begin arriving before the shelter is fully resourced. If this happens, welcome them, and provide opportunities for them to assist in setting up the shelter. Clients and event-based volunteers can be great resources in the shelter.

# 1. Resourcing the Shelter

This section outlines the steps for resourcing a shelter. This task is revisited throughout the shelter's duration as needs and situations are continuously reassessed.

## 1.1 Gather Information

Shelter managers anticipate clients' needs by gathering information about the event, the shelter facility, and the clients and by making initial assumptions about what they will need.

| | |
|---|---|
| Operational Information | Establish a communication plan with the Sheltering lead to ensure consistent, daily communication of reports, status, and needs. |
| Facility Information | If a Facility Use Agreement and Sheltering Facility Survey have not been done, ensure that they are completed prior to using the facility as a shelter. Refer to the *Facility Management Standards and Procedures* (under development).<br><br>The Facility Use Agreement may hold the Red Cross responsible for cleaning, trash removal, and other services and utilities for the building. If so, coordinate with the Sheltering lead to arrange for these services.<br><br>The Sheltering Facility Survey Accessibility Instructions include details on what makes features of the facility accessible.<br><br>Conduct a pre-occupancy inspection using the Facility - Shelter Opening and Closing Inspection form. Document areas of the facility that are available for Red Cross use, as well as any pre-existing damage to the facility. |
| Event and Client Information | Communicate with workers, clients, and visitors to gain an initial understanding of the event and potential clients.<br><br>Request information from the Sheltering lead.<br><br>Review all available operational reports, including incident action plans (IAPs) and situation reports, and any local response plans. |

## 1.2 Make Assumptions on Clients' Needs

Make initial assumptions on clients' needs, considering what will be required to meet the needs of the impacted population. For example:

- A significant tornado that damages a residential neighborhood with 500 people could result in people coming to your shelter with injuries and no possessions (clothing, phones, money, or medication).
- A hurricane that makes landfall in Miami could result in clients who include retirees, people with access and functional needs including disabilities, and people who don't speak English.

| | |
|---|---|
| Client Planning Factors | Basic Human Necessities including food, water, sanitation, safety, clothing needs<br>Health Needs including injuries, medications, durable medical equipment, and consumable medical supplies<br>Mental Health Needs including trauma and stress, as well as individuals with autism, PTSD, or cognitive impairments<br>Access and Functional Needs, Including Disabilities: Plan for at least 30% of the shelter population having some kind of access and functional need or disability.<br>Information Needs including resources and disaster recovery<br>Service Animals, Assistance Animals, and Pets including need for locations of pet shelters and supplies for service animals<br>Age including the number of people over the age of 65 and the number of children<br>Culture including ethnic, religious, or cultural customs, such as those that restrict physical contact between strangers, limit which family members should be consulted, interpret gestures or behaviors differently, or effect what sorts of information should be shared with strangers<br>Gender and Gender Identity including service considerations for individuals of all genders and gender identities<br>Reunification for individuals separated from family and friends<br>Language including a need for translators and sign language interpreters<br>Unaccompanied Minors and Separated Children |
| Community and Event Planning Factors | Disaster Information including the type, magnitude, and location of the disaster<br>Number of Individuals impacted by the disaster, including the number likely to need sheltering<br>Community Demographics<br>Weather and Climate including extreme cold or hot temperatures<br>Cascading Effects such as mudslides resulting from flooding<br>Damages to Critical Community Infrastructure such as impacted hospitals, utilities, roadways, sewer and sanitation, and communications |

## 1.3 Develop and Communicate the Shelter Plan

Prioritize services that will be provided. Create a plan for the shelter, and communicate that plan to the workers, all operational leadership, and the facility point of contact.

| | |
|---|---|
| Determine the Need for Security Services in the Shelter | Local law enforcement may be notified by operational leadership when a shelter has been established.<br>Determine if security services are needed in the shelter, considering potential for problems, historical precedence, and any recommendations by local law enforcement. |

| | |
|---|---|
| | In an emergency, call 9-1-1.<br>To request security services, follow the procedures in the Procurement Standards and Procedures. |
| Plan Contents | The shelter plan includes, but is not limited to, following information:<br>• Services that will be provided;<br>• Anticipated duration of the shelter;<br>• Physical layout of the shelter;<br>• The plan for worker and material resource assignments;<br>• A table of organization, showing all roles and workers in the shelter;<br>Use a system for charting days off that can be easily changed, such as Post-it notes on newsprint. Refer to the sample *Table of Organization System* at the end of this document.<br>• Who will be in charge in the shelter manager's absence;<br>• The plan for clients with service animals;<br>Ensure that signage welcoming service animals is posted at every entrance.<br>• Information on pet sheltering resources for clients with pets;<br>Be prepared to provide referral information to clients seeking temporary care for their pets while staying at a Red Cross shelter.<br>▪ Work with the Sheltering lead to identify pet shelter locations in the area.<br>▪ Inform all shelter supervisors and workers of information about the pet shelter location.<br>• Accessible public transportation services near the shelter for clients;<br>• The emergency plan in case of fire, evacuation, or other shelter emergency; Occasionally, the circumstances of a disaster may force a shelter to evacuate or to protect clients' safety during an emergency.<br>○ Evaluate the facility's existing evacuation plans, if available.<br>○ Coordinate with the Sheltering lead to work with Logistics, emergency management, or a local authority with jurisdiction to evaluate and determine the facility's potential risks.<br>○ Work with Logistics to establish a shelter-in-place plan and an evacuation plan, including a fire evacuation plan. Include the following in the plan:<br>▪ Safe spaces within the facility for sheltering during a storm; Consult with the facility representative to confirm designated safe areas within the building. Many times, safe spaces include interior hallways, multipurpose rooms, and classrooms. Safe spaces are usually windowless or have shuttered windows. |

| | |
|---|---|
| | ▪ A gathering point for clients and staff outside the building and away from where emergency vehicles will respond in case of an emergency;<br>▪ Alternative shelter locations in case of evacuation;<br>▪ A plan for transportation that will accommodate people with mobility impairments in case your clients need to be relocated.<br>o Be aware of and monitor communications from the government entity responsible for issuing mandatory evacuation orders for your shelter location.<br>o Pre-identify those individuals who may need assistance in the event of an evacuation. Share information about those needing additional assistance with staff at shift changes. |
| Plan Format | The shelter plan is formatted to meet the needs of the shelter. It may start out as a verbal plan passed to workers and then be written down, as time allows. |
| Plan Use | The shelter plan should be updated as needs and resources change. Communicate the shelter plan with the Sheltering lead and facility point of contact. Share the shelter plan in each worker's job induction and during shelter staff meetings to ensure that every worker knows who their supervisor is and the escalation path for any issues. |

## 1.4 Determine Resource Requirements

Determine the number and type of workers and material resources needed to provide services in a safe, accessible environment, based on number of anticipated clients, the services that will be provided, facility layout, and shelter shifts.

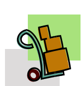
| | |
|---|---|
| Workers | Staffing for each shelter is situational and dependent on several factors, including the demographics of the clients and facility layout.<br><br>Use the Job Tool: Shelter Staffing to define staffing needs for at least the next three days, and ensure there are enough workers for shelter set-up, maintenance and administration, and service delivery. This tool includes ideal staff assignments, as well as things to consider when determining the number of workers needed in a specific event. |
| Material Resources | Use the Job Tool: Shelter Supply Template to define needs and ensure there are enough material resources for shelter set-up and service delivery. This tool provides a list of items used in shelters, including items necessary for children and individuals with access and functional needs. Some of these items are automatically sent to a shelter upon opening, and others are requested by the shelter manager. |

| | |
|---|---|
| Partner Resources and Services | Coordinate with the Sheltering lead to:<br>• Identify pet sheltering resources for clients who arrive with pets.<br>• Identify partner resources available to clients. |


## 1.5 Acquire Workers

The shelter manager is accountable for all workers in the shelter. Shelter managers acquire additional workers to meet the needs of the shelter. Throughout the operation, needs and services will evolve, and the shelter manager will return to this procedure.

| | |
|---|---|
| Assess Individuals Currently in the Shelter | Assess the capabilities of individuals who are present in the shelter and willing to be workers. Determine what roles each is capable of and willing to do.<br>Refer to the *Shelter Staffing* section for a list of considerations. |
| Request Additional Staff as Needed | Determine what additional roles need to be filled, and submit staffing requests using the Staff Request Form.<br>Remember to ensure enough qualified workers for all core functions and services, including Disaster Health Services, Disaster Mental Health Services, and Disaster Spiritual Care, which require special licensure or credentialing. Coordinate with the operational leads for these functions to determine the number of individuals needed for these functions.<br>The Sheltering lead will help facilitate staff requests for sheltering. |
| Receive and Assign Roles to Arriving Workers | Welcome workers to the shelter, and give them your full attention.<br>Assign workers to roles that meet the needs of the shelter and fit the workers' skills and capabilities.<br>Provide workers with a job induction and the resources they need to be successful in their roles.<br>Refer to the *Shelter Staffing* section for more information. |



## 1.6 Acquire Material Resources and Services

During larger operations, a Logistics worker may be assigned to the shelter to act as a liaison between the shelter and the Logistics group and to assist the shelter manager in handling supply and equipment needs.

On smaller operations where no Logistics staff is assigned to the shelter, the shelter manager is responsible for all supply and equipment management tasks and for supervising all workers assisting with those tasks.

| | |
|---|---|
| Use Material Resources and Services Currently in the Shelter | Assess the availability of material resources and services already at the shelter to determine if they are appropriate for use in the shelter. Refer to the Facility Use Agreement and Sheltering Facility Survey, and talk to the facility point of contact to ensure existing material resources are available for shelter use. For example: kitchen equipment, tables and chairs, room dividers, toys, and entertainment equipment.<br><br>Take initial inventory upon opening the shelter to determine what additional materials are needed. This process will also help ensure an accurate record of items used at the shelter. |
| Conduct Initial Inventory upon Opening the Shelter | Complete a Shelter Inventory form to record the Red Cross supplies and equipment already available at the shelter, including contents in the shelter supply kit and any supplies already delivered to the shelter from the chapter or operation.<br><br>Complete a separate Shelter Inventory form to record inventory of facility-owned supplies and equipment available for use at the shelter.<br><br>Place all Shelter Inventory forms in a single file. |
| Request Additional Material Resources and Services as Needed | Submit requests using the Disaster Requisition Form (F6409) following guidance in the Procurement Standards and Procedures. The Sheltering lead will help facilitate resource requests for sheltering.<br><br>If authorized, purchase necessary shelter supplies using a purchase card or a Mass Care Procurement Card (MCPC). Carefully follow the instructions on the Mass Care Procurement Card Authority Form and Mass Care Procurement Card - User Information Brochure and Register of Expenses found on The Exchange. |
| Receive Resources | Enter all supplies and equipment received at the shelter into inventory as soon as they are received using the Shelter Inventory form.<br><br>Verify that materials received match the quantity and type of materials requested, following guidance in the Procurement Standards and Procedures. Contact the Sheltering lead to discuss discrepancies.<br><br>Assign workers to stage resources based on the site layout in the shelter plan. For example, post signage, set up cots, tables, and chairs, and place items not immediately used in a defined storage area.<br><br>Maintain copies of all requisition forms and receipts. |
| Distribute Resources | Distribute resources based on when and where they will be used. Workers need to know:<br>• Materials that will be distributed to clients (e.g. comfort kits, clean up kits, etc.)<br>• Description of equipment and instructions for the use of other resources needed to provide services (e.g. cambros, kitchen equipment, or dormitory equipment, like cots)<br>• Safety issues involving material resources (e.g. exposed power cords, pallet jacks, kitchen equipment, etc.) |

## 1.7 Set Up the Shelter

The shelter manager is responsible for allocating shelter spaces within the identified facility. Directing and supervising shelter set-up can be delegated to workers.

### *Set Up Areas for Providing Services to Clients*

| | |
|---|---|
| Core Services | Areas for providing services to clients always include all core services. |
| Situational Services | Space for situational services is allocated and set up as needed at the direction of the shelter manager. |
| All Services | <u>Ensure that all services are provided in an area and using methods which are fully accessible to all clients</u>. For example, routes throughout the shelter should be wide enough to accommodate all clients and free from clutter or protruding objects.<br>Refer to *Section 3.1 Provide Services* for details on each service. |

### *Post Shelter Signage*

The Red Cross emblem is a well-known symbol of refuge and safety. A well-identified shelter facility is easier for clients to locate.

| | |
|---|---|
| All Signage | Ensure all signs are accessible to everyone, including appropriate language, symbols, font size, and location information.<br>Consider visibility when placing equipment inside and outside the shelter. For example, place large trailers in a location that facilitates loading and unloading without blocking Red Cross signage or access to the facility entrance.<br>If official Red Cross signage is not available, use available resources to make temporary signs, and ask the shelter manager to request signage. |
| Outside | Use ID materials from the Disaster Field ID Kit to post signs from the main roads so clients can locate the shelter. Obtain permission from property owners to post signs on private property.<br>Post signs directing clients to the entrance where the reception area is set up, and to an accessible entrance, if separate from the main entrance.<br>Post signs welcoming service animals at all facility entrances. |

| | |
|---|---|
| Inside | Consult with the facility representative, and use caution to ensure walls and other surfaces are not damaged.<br>Post signs identifying the shelter as a Red Cross facility, at least one sign per wall.<br>Post signs directing clients to established areas within the shelter, including:<br>• All areas of service in the shelter;<br>• Restrooms;<br>If any restroom is not accessible, post a sign outside that restroom to direct people to the nearest accessible restroom.<br>• Areas where partners are providing services in the shelter. |

*Set up areas for staff and support services:*

| Areas to Set Up | Setup Considerations |
|---|---|
| ALL Areas | Place hand sanitizer throughout the shelter, including all areas where services are being provided. |
| Administrative |  Designate office and work space for the shelter manager, supervisors, administrative support, and in larger shelters, areas for Staffing and Logistics staff .<br> Set up office and work space with the following:<br>• Desks;<br>• Tables and chairs;<br>• Computers, telephone equipment, office supplies, and secure storage for records;<br>• Communication materials (newsprint, white board, etc.) to allow shelter staff to post important messages.<br>Establish a filing system for maintaining sheltering documents including:<br>• Shelter Inventory Forms<br>• Shelter Inspection Forms<br>• Open Disaster Requisition Forms<br>• Completed Disaster Requisition Forms<br>• Secure storage for confidential forms, including<br>o Emergency Welfare Inquiry Forms<br>o Safe and Well Registration Forms<br>o Unaccompanied Minor and Separated Child Report Forms<br>o Client Information Disclosure Form<br>o All Sign- in Forms<br>• Copies of the Daily Shelter Report<br>• Shelter Log |

| Areas to Set Up | Setup Considerations |
|---|---|
| Receiving | Designate enough space for receiving and safely unloading shelter supplies and equipment.<br>Set up space as directed by the shelter manager. |
| Storage | Designate an area for storing supplies and equipment until needed. Choose an area that can be secured, monitored, and is located away from shelter traffic.<br>Set up an area for storing supplies and equipment until needed. |
| Restrooms | If possible, designate restrooms for families with children separate from the general restrooms. |

# 2. Opening the Shelter

This section provides steps for opening a shelter and initiating service delivery to clients. If clients arrive before the shelter is fully resourced, recruit clients who are willing to help, and initiate services as possible while the resourcing steps are in progress.

## 2.1 Officially Open the Shelter

A shelter is opened within two hours of deciding to open a shelter. Each shelter should have a minimum of two workers, but one trained worker can work with event-based volunteers to open the doors when clients arrive before all human and material resources are ready at the shelter.

| | |
|---|---|
| Notifications | Notify the Sheltering lead, facility point of contact, and all workers when the shelter is officially open to clients. The Sheltering lead ensures that the shelter status is updated in the NSS within one hour of the shelter opening. |

| | |
|---|---|
| Worker Responsibilities | Workers are responsible for carrying out a variety of tasks within the shelter. Ask your supervisor or the shelter manager to provide tasks.<br>Regardless of task assignment, all workers are responsible for:<br>• Monitoring client moods and behavior for health, mental health, or spiritual care needs and making appropriate referrals;<br>• Monitoring clients' needs related to access and functional needs including disabilities, providing assistance, and making appropriate referrals;<br>• Using multiple, accessible formats, provide information to clients that is vetted and compiled by workers assigned to the information area;<br>• Maintaining client privacy and confidentiality;<br>• Understanding the shelter plan before providing services;<br>• Signing in / out at the beginning / end of every shift. |

## 2.2 Welcome Clients Into Shelter

Physically open the shelter entrance, ensuring that the entrance and routes to all services are wide enough to accommodate individuals with mobility impairments and free of hazards, including protruding objects. Refer to *Reception* in the *Core Services* section for details on setting up and operating the reception area, identifying and prioritizing clients' immediate needs, initiating services, and interacting with visitors.

| | |
|---|---|
| Welcome Service Animals | Service animals are entitled to accompany their owners. When it is not apparent that an animal is a service animal, workers may ask only two questions to determine if the animal is a service animal:<br>• Is the animal required because of a disability?<br>• What work or tasks has the animal been trained to perform?<br>Do not require a license, certification, identification tag, medical certificate, or any other type of documentation for a service animal. If the animal is a service animal, work with the animal's owner to identify a relief area for the animal, and provide disposable bags or containers for cleanup. Assist with providing food and supplies for service animals when needed. For example, dishes for food and water, arrangements for the hygienic disposal of waste, and portable kennels for containment.<br>If the animal is not a service animal, assist the client in finding suitable shelter for their animal. Direct any concerns about a service animal to the shelter manager. |

## 2.3 Initiate Services to Clients

Services should be initiated as quickly as possible to meet the needs of arriving clients and following the minimum service standards for a shelter outlined in the Sheltering Standards and Procedures. All services are provided in a manner accessible to all clients and visitors. Ensure that services remain accessible to individuals with access and functional needs including those with disabilities.

Provide core services, regardless of size or duration of the shelter. Refer to the *Core Services* section for details on setting up and operating each core service area.

If it is clear that situational services are also needed to meet the needs of the clients, initiate those services as well. Refer to the *Situational Services* section for details on setting up and operating each situational service area.

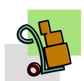
# 3. Operating the Shelter

This section outlines the steps for operating a shelter, including welcoming clients and visitors, providing services, managing workers, maintaining the facility, and accurate reporting.

## 3.1 Provide Services

The need for ongoing and additional services is continually assessed, reporting is established, visitors and donors are addressed, and situational services are offered.

| | |
|---|---|
| Continual Needs Assessment | Conduct an ongoing assessment of client needs and whether additional services should be initiated or current services should be continued, scaled up, or scaled down.<br>Workers continuously identify clients' needs throughout the shelter operation. In addition to the sheltering services described above, clients may have additional needs, such as transportation, Internet access, laundry services, access to phones, etc. Clients' needs determine the length of the shelter operation and the services provided. The shelter manager adjusts the shelter plan to scale services appropriate to the needs in the shelter. |
| Provide Ongoing and Additional Services | The shelter manager is responsible for the continual assessment of clients' needs and determining when situational services are needed in the shelter.<br>Provide situational services based on the needs of the clients. For example, if young children are in the shelter, set up a child respite area and recreation area to meet the children's needs. Refer to the *Situational Services* section for details.<br>When providing services, remember that some children and individuals with access/functional needs, including those with disabilities, may have unique needs. |

| | |
|---|---|
| Conduct Regularly Scheduled Shelter Meetings | Regularly scheduled shelter meetings give clients and staff an opportunity to discuss shelter issues and disaster information. During shelter meetings:<br>• Review shelter rules and issues, discuss volunteer opportunities in the shelter, give disaster updates, and share recovery information.<br>• Allow ample time for questions, and make sure that the information is also communicated in ways that are accessible to those who are hearing impaired or have limited English proficiency.<br>• Include the following safety information:<br>    o Location of fire extinguishers;<br>    o Evacuation routes;<br>    o Shelter emergency plan;<br>    o Guidance about keeping personal items and valuables safe. (Inform clients that the Red Cross is not responsible for lost or stolen items.) |
| Request Additional Resources<br><br> | Workers continuously identify the need for additional resources. Refer to *Section 1.5 Acquire Workers* to request additional staff.<br><br>Refer to *Section 1.6 Acquire Material Resources and Services* for more information on acquiring additional material resources and services. |

## 3.2 Address Offers From the Community

Community members visit Red Cross shelters to offer donations of time, money, and material goods. There are five basic steps to follow, regardless of the type of offer. Refer to the *Manage Offers* section for details on specific offers.

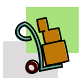
| | |
|---|---|
| Post Signage | Post signage outside the facility and in the reception area to inform the public about those offers that can be accepted at the shelter. |
| Greet Visitors | Greet all visitors warmly, and give them your full attention. |
| Assess Offers | Determine if the offer is appropriate to receive and use at the shelter or if it should be redirected. |
| Direct Offers | Direct the donation to the appropriate location. Thank the donor graciously for their generosity. |
| Document Offers | Complete the paperwork appropriate to the offer type. |

## 3.3 Manage Workers

The shelter manager is responsible for all workers in the shelter, including those who receive functional guidance from their specialty leads. Refer to the *Shelter Staffing* section for more information.

| | |
|---|---|
| Maintain Staffing Schedules | Using the Table of Organization in the shelter plan and the list of workers assigned to the shelter, create a schedule of shifts and days off to ensure coverage for all services being provided in the shelter. The optional Job Tool: Shelter Staffing Calendar may be helpful. |
| Conduct Staff Meetings | Staff meetings are essential to good shelter operation. These meetings provide an opportunity to share information about the operation, to build the shelter team, and to improve service to clients. |



## 3.4 Operate and Maintain the Facility

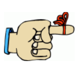
The shelter manager is responsible for overseeing the use, maintenance, and safety of the shelter facility during the shelter operation. Some or all of these responsibilities can be delegated to a worker.

| | |
|---|---|
| Manage the Facility | Maintain contact and communication with the facility representative throughout the shelter operation to discuss and resolve any problems, explain the services Red Cross is providing, and identify any partners with whom Red Cross is working.<br>Ensure that supplies and equipment belonging to the facility are properly inventoried and secured.<br>Ensure that additional supplies and equipment needs are estimated and met.<br>Ensure that facility shift inspections are being conducted.<br>Follow up with the Sheltering lead to resolve discrepancies between what was ordered, what was delivered, and what is listed on the delivery documents. |

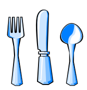
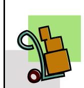
| | |
|---|---|
| Monitor and Control Access to Shelter Areas | To maintain a secure shelter environment, monitor and control access to entrances and exits to shelter areas.<br><br>• Secure unused doors that are not emergency exits. However, under no circumstances should emergency exits be blocked or locked in a way that would prevent exiting. Consult with the facility representative to determine which exits may be safely locked according to fire codes. Remind clients and workers that they are not to use restricted entrances to enter or exit the building during non-emergency situations.<br>• Patrol dormitory area and surrounding areas to ensure dormitories remain safe.<br>• Especially if parking space is limited, monitor and control traffic flow in the parking area. Direct workers and clients regarding the parking of personal vehicles at the shelter. Communicate that the Red Cross cannot be held liable for damages to vehicles at the shelter. If necessary, designate parking areas for clients and workers.<br>• Control access to shelter storage areas. Choose a location for storing equipment and supplies that can be secured and monitored. |
| Track Supplies and Equipment Being Used in the Shelter | Use the Shelter Inventory Form to inventory and track any equipment and supplies belonging to the facility that are available for use at the shelter to ensure equipment is returned and the facility owner is reimbursed for any supplies used during a shelter operation.<br><br>Relocate or secure facility-owned items that are not for shelter use.<br><br>Verify inventory counts as supplies are removed from inventory for use at the shelter.<br><br>Conduct inventory counts regularly.<br>• Conduct inventory of supplies and equipment at least weekly, depending on the size and flow of the shelter, to verify that inventories reconcile with amounts received and amounts used at the shelter.<br>• Conduct inventory of 24-hour snacks daily. |

| | |
|---|---|
| Conduct Facility Inspections During Each Shift | Routine inspections of the shelter facility are necessary to identify and address any conditions that pose a hazard to clients and workers or to the property of the facility owner.<br><br>Use the Shift Inspection Form to conduct inspections at the beginning of each shift and report any problems to the shelter manager, who will report it to the facility representative and the Sheltering lead.<br><br>When inspecting the shelter, check for:<br>• Lack of accessibility for any clients, workers, and/or visitors;<br>• Signs of excessive wear and tear;<br>• Inappropriate use;<br>• Operational deficiencies;<br>• Obstructed emergency exits;<br>• Hazards, including fire hazards;<br>• Any other problems.<br><br>Use the Shelter Facility Survey to make sure that accessible routes throughout the shelter have not been obstructed.<br><br>Check signs periodically to make sure they still look good and are legible. Replace them, as needed—especially after rain and heavy winds.<br><br>Conduct perimeter walks and interior walks that cover all areas of the facility.<br><br>During shifts at night, inspect parking areas used by clients and staff. |

## 3.5 Shelter Reporting



The shelter manager is accountable for all daily reporting of Sheltering activity, including the daily shelter population count. Ask the Sheltering lead for current reporting requirements. This information is used to tell the story of Red Cross service delivery and support future resource planning.

<table>
<tr><td rowspan="6">Routine Reporting</td><td colspan="2">Establish a reporting rhythm to receive Daily Shelter Report information. Data is typically gathered from the lead worker assigned to the following areas:</td></tr>
<tr><th>Shelter Area</th><th>Date Reported</th></tr>
<tr><td> Dormitory Registration</td><td>
<ul><li>Shelter population for the previous night, including age demographics</li><li>New shelter registrations since the previous report</li></ul>
 Shelter counts, including demographic counts, are required for every shelter established for disaster clients. Refer to the Sheltering Standards and Procedures for detailed guidance.<br><br>Ask the Sheltering lead who to report shelter population to and at what time each day.</td></tr>
<tr><td> Feeding</td><td><ul><li>Count of meals and snacks</li></ul></td></tr>
<tr><td> Distribution of Emergency Supplies</td><td><ul><li>Count of bulk items distributed</li><li>Count of comfort kits distributed</li></ul></td></tr>
<tr><td> Shelter Staffing</td><td><ul><li>Staff sign-in sheet, including hours worked</li></ul>Tracking staff hours at each location also assists the affected community by contributing to local cost-share requirements when they are seeking federal reimbursement.</td></tr>
<tr><td></td><td colspan="2">Enter the collected data onto the Daily Shelter Report. Submit the Daily Shelter Report and Staff Sign-in Sheets to the Sheltering lead when specified.</td></tr>
<tr><td>Additional Reporting</td><td colspan="2">Contact the Sheltering lead as needed to report the following:
<ul><li>The shelter is open and ready to accept clients.</li><li>There are immediate needs for the shelter, particularly related to safety, security, or immediate client needs.</li><li>A significant change in population is taking place.</li><li>An unaccompanied minor, separated child, sex offender, public official, media representative or other high profile figure arrives at the shelter.</li><li>There is a death or injury in the shelter.</li><li>When in doubt about whether information should be reported.</li></ul></td></tr>
</table>

<table>
<tr>
<td>Shelter Logs</td>
<td>
Shelter logs allow shelter staff to create an ongoing report of shelter operations by recording the daily activities and incidents of the shelter. Follow these guidelines to set up and maintain a shelter log.
<ul>
<li>Make log entries on copies of the Shelter Log Form kept in a binder in the shelter manager’s office or a designated supervisor’s area. Use the log to document daily shelter operations including:
<ul>
<li>Problems, solutions, and commitments;</li>
<li>Information related to client needs;</li>
<li>Feeding and shelter population statistics;</li>
<li>Other information concerning shelter activities or incidents.</li>
</ul></li>
<li>Inform all staff about the log, and encourage them to contribute to it.</li>
<li>Remind staff coming in for their shifts to check the log, so they will be aware of what happened during previous shifts.</li>
</ul>
A second log for shelter managers records confidential activities to maintain staff and client privacy and holds information to inform future activities, including staff action, evaluations, and interactions with local law enforcement. Follow these guidelines to support a shelter manager’s confidential Shelter Log:
<ul>
<li>Create a separate log labeled “for shelter manager’s use only.”</li>
<li>Use the log to document confidential activities including:
<ul>
<li>Staff performance issues and information (positive and negative);</li>
<li>Activities involving clients required to register with local law enforcement;</li>
<li>Requests for information from law enforcement.</li>
</ul></li>
</ul>
</td>
</tr>
</table>

# 4. Closing the Shelter

This section outlines steps for closing the shelter, from determining if the shelter should be prepared for closure through returning the clean facility back to its owner.

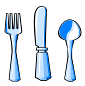
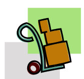
## 4.1 Prepare for Closure

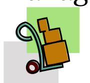
<table>
<tr>
<td>Determine if Sheltering is Still Required<br></td>
<td>
The decision to close a shelter is a decision that occurs at Operations Headquarters with input from the Sheltering lead, shelter manager, regional leadership, community partners, and the relevant government jurisdictions.
While maintaining client confidentiality, meet with the lead worker for Casework and Recovery Planning in the shelter to discuss any barriers clients may be facing that prevent them from moving out of the shelter.
Coordinate with the Sheltering lead when deciding whether or not to close the shelter. Refer to the Sheltering Standards and Procedures for considerations.
</td>
</tr>
</table>

| | |
|---|---|
| Plan Shelter Closure | Once a decision has been made to close a shelter, the shelter manager coordinates closure with Red Cross workers and external partner representatives present in the shelter.<br><br>The shelter manager coordinates with the workers assigned in each area to create a shelter closure plan that includes:<br>• How to provide services for the remainder of the operation;<br>• How clients will be notified of shelter closure;<br>• If possible, provide 24-48 hours notice to clients that the shelter will be closing.<br><br>All workers assigned as leads provide a narrative report to the shelter manager, including the activities of the registration operation, including accomplishments, problems, solutions, and recommendations for future operations. The shelter manager compiles this information into a shelter narrative for final reporting. |
| Scale Down Services | Scale services in the shelter to meet the needs of remaining clients.<br><br>Inform clients and workers of the plan for shelter closure at the daily shelter meetings and by posting a closure notice that includes the date and time of closure and how to receive additional assistance.<br><br>Provide resource information to clients as they depart.<br>• Applicable Red Cross disaster safety information;<br>• Local Red Cross contact information;<br>• Available community resources;<br>• Information on how to volunteer;<br>• A personal goodbye to all clients as they leave. |

## 4.2 Return Facility to Pre-Shelter Condition

All workers assist in returning facility to pre-occupancy condition. Complete tasks as assigned by the shelter manager.

| | |
|---|---|
| All Areas<br><br><br><br><br> | • Remove all signs and save them for reuse if possible.<br>• Clean and inspect each area and return all equipment to its original location.<br>• Identify equipment and supplies that belong to which owners.<br>• Complete closing inventories.<br>    ○ Complete a Shelter Inventory Form to record the remaining Red Cross supplies and equipment. Mark the “Closing Inventory” box at the top of the form and record the final disposition of these items, such as:<br>        ▪ Returned to chapter, Logistics, vendor, or other location;<br>        ▪ Donated to partner agency;<br>        ▪ Disposed of.<br>    ○ Complete a separate Shelter Inventory Form to record the remaining facility-owned supplies and equipment that were available for use in the shelter.<br>• Check inventory lists and fill out Disaster Requisition Form (F6409) to restock any items that must be replaced.<br>• Notify the shelter manager of any damage caused by Red Cross activity. |
| Dormitory Registration<br> | The lead worker assigned to dormitory registration:<br>• Restocks shelter supply kit as needed;<br>• Provides all registration records to the shelter manager for disposition. |
| Information<br> | The lead worker assigned to information areas:<br>• Provides all completed Safe and Well Registration Forms and Emergency Welfare Inquiry Forms to the shelter manager for disposition. |
| Feeding<br> | The lead worker assigned to feeding:<br>• Ensures that all feeding partners are informed of the closing timeline.<br>• Arranges disposition of feeding equipment and unused supplies.<br>• Works with Logistics to determine what to do with excess food items and supplies.<br>• Follows guidance in the *Feeding Standards and Procedures* (in development).<br>• Assists Logistics with returning unopened items to vendors, if possible.<br>• Submits all invoices and other documents to the shelter manager. |
| Dormitory<br> | The lead worker assigned to the dormitory:<br>• Cleans and dries all cots, using the cot cleaning instructions. If it is not possible to clean cots on-site, clearly identify used and unused cots for appropriate cleaning after transport.<br>• Clearly identifies broken or incomplete cots. |

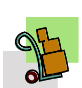
| | |
|---|---|
| Shelter Manager  | The shelter manager will coordinate with the Sheltering lead and logistics lead to:<br>• Correct damages caused by Red Cross occupancy, if necessary.<br>• Return borrowed or rented equipment to the facility or partner who provided it.<br>• Ensure that Red Cross equipment and supplies (including cots) are returned.<br>• Ensure that the facility is clean and returned to pre-occupancy condition. |

## 4.3 Transfer or Out-process Staff

When the shelter closes, all workers are transferred to other parts of the operation or released and properly out-processed. Follow these steps to transfer or release workers:

| | |
|---|---|
| Determine Whether Workers Are to be Transferred or Released | Workers may be needed to work at other shelters or have skills needed in other activities.<br><br>Consult the Sheltering lead to determine whether workers will be transferred to another shelter or function or if they will be released. |
| Complete the DRO Work Performance Evaluation | All workers who have worked for seven days or more receive a Disaster Relief Operation (DRO) Work Performance Evaluation at the end of their assignment, regardless of whether they are being released from the operation or transferred to another assignment. Workers may request an evaluation if they have worked at least three days. Refer to the *Shelter Staffing* section for more information. |
| Assist Workers with Out-processing | Provide original copy of the DRO Work Performance Evaluation to the worker.<br>Forward the DRO Member Registration documents to Staff Services.<br>Ensure that any DRO Staff Action Reports have been uploaded by the person preparing the report, and forward the information to the worker's home region.<br>Destroy all other staffing documents upon shelter closing.<br>Personally thank each worker. |



## 4.4 Close the Shelter

| | |
|---|---|
| Facility closure | The shelter manager coordinates with Logistics to complete the closing inspection and return the facility to the facility owner according to the *Facility Management Standards and Procedures* (in development).<br>Post a "Closed" sign on the door with contact information, including a phone number to call for assistance |

| | |
|---|---|
| Update Shelter Status | Notify the Sheltering lead as soon as the shelter is closed so the shelter's status can be updated in the NSS within one hour. |
| Submit Final Documents | The shelter manager will collect Sheltering documents created or used during the shelter operation and forward them to the Sheltering lead for disposition. Refer to the *Sheltering Forms* section for description and disposition of each Sheltering form.<br><br>Documents used by other functions while providing services in the shelter are disposed of according to their function's document retention requirements. |

## Core Services

Core Services are services set up in every shelter, regardless of size or duration. These services are: reception, dormitory registration, information area, dormitory, feeding, health and mental health services, spiritual care, reunification, distribution of emergency supplies, and security. Monitor areas set up for client use to ensure that they are clean, sanitary, and equipped with available resources.

| ***Reception*** | Reception is the process of receiving clients and visitors as they enter the shelter facility, referring them to the services they need, and helping them be comfortable while waiting. |
|---|---|
| Setup | Locate the reception area just inside the main entrance. Ensure enough space for clients to wait comfortably for services, a table for information, and a table for snacks and water.<br><br>Some clients will be uncomfortable entering a shelter that has law enforcement present.<br><br>If security personnel are established at the shelter, their workspace is setup away from the reception area to ensure clients from all cultures and communities are comfortable entering a neutral environment.<br><br>Arrange the space to funnel traffic so no one can enter the shelter without being received by a worker. Set up the space with:<br><br>• Signs directing people to areas where services are being provided;<br>• Signs welcoming service animals, prominently placed outside the facility entrance and inside the reception and registration areas;<br>• Signs welcoming everyone and providing basic rules and schedules;<br>• A notice indicating that we are unable to accept donations, including financial donations, at the shelter.<br>• A sign directing clients to check out upon leaving the shelter and check in upon returning. |

| | |
|---|---|
| | • A sign at the exit(s) reminding those registered for dormitory services who are leaving the shelter permanently to go to the registration desk for out-processing.<br>• A table with snacks and water.<br>• A table with:<br>  ○ Client Sign-In Form;<br>  ○ Shelter Visitor Sign-In Form;<br>  ○ Shelter Staff Sign-In Form;<br>  ○ Client Welcome Information Handouts;<br>  ○ A computer connected to the Internet to allow clients to register in the Safe and Well website;<br>  ○ Safe and Well Registration Form, if internet access is unavailable;<br>  ○ Emergency Welfare Inquiry Form. |
| Initiate Services | The reception area should be fully resourced and staffed within 2 hours of the shelter opening. |
| Establish an Organized System to Track Information | Include a method to track<br>• Clients who wish to help with tasks within the shelter;<br>• Clients with skills that can be used in the shelter;<br>• When clients leave and return to the shelter. |
| Welcome Clients and Visitors | Provide clients and visitors with a place to gather and access to services that are available within the shelter.<br><br>Accommodate individuals who have an apparent disability or other access or functional need including seniors, children, and pregnant women.<br><br>Workers who have been trained to provide care assistance services should provide assistance with mobility, transferring, feeding, observation, and other activities of daily living, as requested or assigned. When providing care assistance services, the worker will receive technical assistance from a Disaster Health Services worker during the provision of care assistance, while remaining in their primary function and reporting to their corresponding supervisor in that function.<br><br>Provide clients with the Client Welcome Information Handout (one copy per household), and refer them to the shelter information posted on the walls.<br><br>Provide referral information to clients seeking temporary care for pets while staying at a Red Cross shelter. |
| Arrival of an Unaccompanied Minor, Separated Child, or Person Seeking a Missing Child | Reunifying unaccompanied minors and separated children with their parents or legal guardians in the aftermath of a disaster is a priority. Missing children may also be reported at a Red Cross service delivery site or call center.<br><br>While law enforcement and the National Center for Missing and Exploited Children (NCMEC) are responsible for searching for a missing child, the Red Cross should provide consistent references to seekers to help expedite their search. Refer to the Sheltering Standards and Procedures for definitions of an unaccompanied minor, separated child, and missing child. |

| | |
|---|---|
| | Refer to the *Issue Resolution* section for steps to take when working with unaccompanied minors, separated children, and individuals looking for missing children. |
| Assess Clients' Needs and Refer Them to Services | Determine whether or not services are available in the shelter to meet clients' needs. If any necessary services are not available in the shelter, speak to the shelter manager. The shelter manager will revisit *Section 1 Resourcing the Shelter* to determine if this need can be met by partner resources or if additional services shall be established in the shelter.<br><br>Refer clients to the services available, based on the priority of their needs. |
| Orient the Clients to the Shelter | For example, make sure clients are provided a tour of the shelter, given a shelter layout map, or otherwise directed to where services are being provided. Orientation should include the facility, as well as the surrounding property.<br><br>Direct clients to where they can receive services, beginning with their highest priority need. When appropriate, refer clients to partner resources outside the shelter. For example:<br>• If a client needs a comfort kit for hygiene, direct them to the area of the shelter where the comfort kits are being distributed.<br>• Guide clients staying in the dormitory to a comfortable place to wait for an available worker to provide registration.<br>• Provide clients with information about Reunification, including the Safe and Well website. Offer to assist them in registering and searching the database. Refer to the Safe and Well Linking Handbook for guidance. |
| Continuously Assess Client Needs | With every client interaction, ask clients if they have any other immediate or anticipated needs. If they have additional needs, reassess resources to meet their needs, and direct them to areas where they can receive services. Ensure clients understand how to get additional information or assistance. |
| Requests for Client Information | If visitors request information about clients, explain that the Red Cross has a commitment to safeguard client privacy and personal information.<br>• If a visitor is searching for someone, provide assistance with general welfare inquires or emergency welfare inquiries. Contact safe@redcross.org for assistance.<br>• If a visitor wishes to formally request information, have him/her put a request in writing, including an explanation for the need for the information.<br>• If a message board is set up in the shelter, workers can leave a message on the message board. It will be up to each potential client to respond.<br>• Forward a written request to the shelter manager. |

| | |
|---|---|
| Unaccompanied Minors | If an unaccompanied minor arrives at the shelter, follow these steps:<br>• Welcome the unaccompanied minor into the reception area;<br>• Immediately contact the shelter manager;<br>• Establish and maintain supervision of the unaccompanied minor;<br>• Refer to unaccompanied minors in the *Respond to Issues and Concerns* section for detailed steps |
| Media | If the media arrives at the shelter, follow these steps:<br>• Welcome the media representative into the reception area;<br>• Immediately contact the shelter manager;<br>• Use the Visitor Sign-in Sheet to record the representative's information.<br>Refer to *Media in the Shelter* in the *Respond to Issues and Concerns* section for detailed steps. |

| ***Information*** | The information area provides centralized information relevant to the disaster, resources, and activities in the shelter. |
|---|---|
| Setup | Locate the designated information area near the reception area. Ensure that the information area is accessible to all clients, workers, and visitors.<br><br>Request communication equipment for client use, following steps in the Procurement Standards and Procedures.<br><br>Information is provided to clients by all workers and using multiple formats, and establishing designated information areas help to centralize and coordinate information.<br>• Locate bulletin boards in the registration, dormitory, and recreation areas. Supplement bulletin boards with signs and posters in other areas of the shelter.<br>• Make sure all written information on bulletin boards is made available to clients with vision impairments in an appropriate, accessible format and that materials are posted in appropriate languages for clients. Recruit volunteers to translate information and make signs for clients who do not speak English or cannot see small print.<br>• Include information about the following:<br>  o Location of services offered in the shelter;<br>  o Shelter rules and routines;<br>  o Volunteering;<br>  o Medical problems or injuries;<br>  o Communication devices, including telephones and computers;<br>  o Housekeeping;<br>  o News releases;<br>  o Where to go with problems and complaints;<br>  o Reunification services, including Safe and Well and messages from friends and family;<br>  o Lists of available resources and other helpful information. |

| | |
|---|---|
| Initiate Services | The information area should be fully resourced within 4 hours of the shelter opening.<br><br>Workers are assigned to establish accessible information-sharing methods appropriate to the current shelter and maintain relevant, accurate, and timely information. This may include a staffed table or area with in-person assistance, bulletin boards, and meetings with clients. |
| Collect Information | Identify clients' and workers' information needs, including those related to the shelter operation, the status of the disaster, and resources available in the community. Determine whether any clients or workers have access and functional needs, including any disabilities that require specific communication methods, like a need for large print, braille, audible messaging, or translation services.<br><br>• Coordinate through the Sheltering lead to gather information useful to clients and workers regarding the disaster and partner resources available to the client.<br>• Collect information specific to services and activities that are occurring in the shelter, including information on Reunification and the Safe and Well website. |
| Validate and Clarify Information | Validate the collected information and address any rumors that may be surfacing in the shelter. Rumor examples may include when the shelter is closing, an illness spreading through the shelter, or resource availability. |
| Create Effective Communication Tools for All Clients. | Choose various methods for communicating important information to clients (verbally, in writing, etc.), so all clients and staff receive all information.<br><br>• Accommodate different language and communication needs at the shelter, and make information accessible to everyone.<br>• Make sure that all information is shared in multiple languages, according to the language needs of clients and staff.<br>• Recruit volunteers to translate information and make signs for clients who do not speak English or cannot read small print. |
| Communicate All Shelter Information in Accessible Manners | Communicate all shelter information so it is accessible to people with hearing and vision impairments, following the actions below:<br><br>• Obtain qualified sign language interpreters;<br>• Activate the caption functioning on all televisions;<br>• Provide volunteer readers;<br>• Make audio announcements available visually;<br>• Recruit volunteers to make signs for clients who cannot see small print. |
| Use Multiple Formats for Providing Information | Formats include:<br><br>• Shelter meetings:<br>    ○ Provide updated, validated information to the shelter manager for use during shelter meetings. |

- Bulletin boards, signs, and posters:
    - Establish bulletin boards in the registration, dormitory, and recreation areas.
    - Supplement bulletin boards with signs and posters in other areas of the shelter.
    - Make sure all written information on bulletin boards is made available to clients with vision impairments in an appropriate, accessible format and that materials are posted in appropriate languages for clients.
    - Include information about the following:
        - Shelter rules and routines
        - Volunteering
        - Medical problems or injuries
        - Telephones
        - Housekeeping
        - News releases
        - Where to go with problems and complaints
        - Messages from friends and family
        - Lists of resources and other helpful information
        - Reunification, including Safe and Well website
- Newsletters:
    - Daily newsletters are sometimes used to deliver information to both workers and clients in large and long-term shelters.
    - If newsletters are used, make sure this information is also presented in another format for any individuals for whom written materials are not accessible.
- Media:
    - Arrange for access to media, if possible, so clients can get information about disaster conditions. Limit broadcast media with graphic information about the disaster in areas where children are present. Include the following resources, if available:
        - Television with closed captioning
        - Internet access
        - Radio
        - Daily newspaper
- Shelter advisory committee:
    - Clients benefit from being a part of the operation of the shelter. The shelter manager may establish a shelter advisory committee to solve problems, identify client needs, and provide input. Advisory committees can make a positive difference in the shelter environment.
- Shelter meetings:
    - Regularly-scheduled shelter meetings give clients and staff an opportunity to discuss shelter issues and disaster information.
    - Use shelter meetings to review shelter rules and issues, discuss volunteer opportunities in the shelter, give disaster updates, and share recovery information. Allow ample time for questions and make sure that the information is communicated in ways that are accessible to people who are hearing impaired or have language needs.

| | |
|---|---|
| Assist With Reunification | Facilitate communication by encouraging clients to make contact with their loved ones. Refer clients to the reunification function.<br><br>Make reunification registration available to clients.<br>• Provide information to clients about how to use the Safe and Well website, including the direct link to the website, and help with registration and searches, if they need assistance.<br>  ○ English - http://www.redcross.org/safeandwell<br>  ○ Spanish - https://safeandwell-es.communityos.org/zf/safe/add<br>Refer to the *Reunification* section for more details on providing reunification services. |
| Update Information | Ensure information is continuously updated. |

| *Reunification* | The Reunification function provides human and technological resources to reconnect individuals as quickly as possible. |
|---|---|
| Setup |  If Reunification workers are established in the shelter, allocate space for them in or near the reception area. At a minimum, they will need a table and chairs with forms and information about reunification. If possible, provide resources for clients to register and search directly on the Save and Well website. |
| Provide Services |  If needed to meet clients' needs, a reunification area should be fully staffed and resourced within 4 hours of the shelter opening.<br><br>Ensure that:<br>• Clients are assisted in registering and searching on the Safe and Well website or paper registration forms.<br>• For those clients who are separated from a loved one with a medical, mental health, functional and access need, or a disability, an Emergency Welfare Form is completed, and a comprehensive search is initiated.<br>• Red Cross holds reunification partnerships with FEMA's National Emergency Family Registry and Locator System (NEFRLS) and the National Center for Missing and Exploited Children's (NCMEC) Unaccompanied Minor Registry (UMR), and should be consulted in applicable situations<br>• Clients leaving the shelter permanently are reminded to update their status on the Safe and Well website.<br>• Any Helper Tool and paper Safe and Well Registration Forms are collected and given to a worker to enter into Safe and Well in a timely manner. Once entered, all forms should be disposed of to protect client privacy.<br><br>Refer to the Safe and Well Linking Handbook for more information. (*Reunification Standards and Procedures* is in development.) |

<table>
<tr><td></td><td>Feeding Meals, snacks, and beverages are provided to clients and workers, including those not staying overnight in the dormitory.</td></tr>
<tr><td>Identify Meal Requirements</td><td>Identify clients’ and workers’ meal requirements, including those related to dietary and cultural requirements and resources to meet access and functional needs including disabilities.</td></tr>
<tr><td>Setup</td><td>Ensure feeding areas include the following:
<ul>
<li>Serving and dining areas to provide 3 meals per day;</li>
<li>An area for 24-hour availability of snacks and beverages;</li>
<li>Storage for feeding supplies that can be secured;</li>
<li>24-hour availability of refrigerators for temperature-controlled medications, breast milk, and special dietary supplies;</li>
<li>Age-appropriate supplies for infants and toddlers, like high chairs and booster seats.</li>
</ul>
Set up the following feeding areas as needed, based on the meal requirements and food sources in the feeding plan. All food preparation areas are subject to Health Department inspection. Comply with recommendations made by local health departments, and place hand sanitizer and hand washing signs in all feeding areas.
Snack and Beverage Area
<ul>
<li>Set up tables for snacks and beverages in the designated 24-hour snack area. When setting up snacks and beverages:
<ul>
<li>Use individually wrapped products.</li>
<li>Ensure that snacks and beverages are well stocked and available at all times.</li>
<li>Make coffee, and provide cups and condiments (including sugar, creamer, and stirrers).</li>
<li>Make punch or lemonade in drink containers made to store perishable food, like cambros.</li>
</ul></li>
</ul>
Feeding Receiving Area
<ul>
<li>Make sure the receiving area has enough room to maneuver delivery vehicles, is close to a road, and is away from the registration and main shelter entrance.</li>
</ul>
Feeding Storage Area
<ul>
<li>If area cannot be secured, notify the shelter manager.</li>
<li>If possible, locate the storage area between the receiving area and the food preparation area.</li>
<li>Equip the area with tables, shelves, and off-the-floor racks for storage of dry food and staples.</li>
<li>Request refrigeration, if needed.</li>
</ul></td></tr>
</table>

<table>
<tr>
<td></td>
<td>
Food Preparation Area
<ul>
<li>If all food is canned or ready to cook, the preparation area can be small.</li>
<li>For fresh food, set up work tables, disposable gloves, cutting boards, sinks, utensils, cookware, and garbage containers.</li>
<li>Post safe food-handling signage, including reminders to wash hands, maintain safe serving temperatures, and keep inventories of food and hydration supplies current.</li>
</ul>
Serving Area
<ul>
<li>Set up the serving area near the preparation area.</li>
<li>Ensure that the serving area is accessible to individuals with access and functional needs, including those with disabilities and remains accessible to people who require access to food or refrigeration of medication during non-mealtimes.</li>
<li>Set up hand-washing signs, and place hand sanitizer on every table and at the beginning of the food service line.</li>
<li>Organize the serving area for cafeteria-style service or line feeding.</li>
<li>Equip serving area with several counters or tables with appropriate staff for efficient service.</li>
</ul>
Dining Area
<ul>
<li>Set up the dining area near the serving area.</li>
<li>Ensure that table heights accommodate people in wheelchairs or using other assistive devices.</li>
<li>Place hand sanitizer on tables.</li>
<li>Set up enough tables and chairs to accommodate the maximum number of people expected to be served.</li>
<li>If tables and chairs are scarce, plan for two or more meal times.</li>
</ul>
Garbage Disposal Area.
<ul>
<li>Locate the garbage disposal area away from food preparation, serving, and dining areas.</li>
<li>Provide containers for disposal of trash, liquids, and garbage and an appropriate area for cleaning trash receptacles.</li>
<li>Verify with Logistics that garbage removal and recycling services have been arranged.</li>
</ul>
Post information about mealtimes in the feeding areas and other shelter areas
</td>
</tr>
<tr>
<td>Initiate Services</td>
<td>
Clients not staying in the shelter dormitory and workers from partner agencies working with the Red Cross to provide assistance to disaster-affected clients may receive meals at the shelter.<br><br>
The Red Cross uses operational resources and works closely with partners to find the best available means of providing safe and sanitary food service in the shelter.<br><br>
Snacks and water should be available for clients within 4 hours of the shelter opening. The feeding area, including meals and beverages, should be fully staffed and resourced within 24 hours of the shelter opening.
</td>
</tr>
</table>

| | |
|---|---|
| | If an operation headquarters is established, the shelter manager will coordinate with the Sheltering lead and Feeding lead at the operation headquarters to ensure that the feeding and hydration needs of the shelter are met following the guidance in the *Feeding Standards and Procedures* (under development). The shelter manager may delegate this coordination to the individual assigned to lead the feeding area in the shelter.<br><br>If there is an operations headquarters, the Feeding lead will coordinate with the shelter manager to provide meals. |
| If There is No Operations Headquarters, Develop a Feeding Plan | **If there is no operations headquarters, follow these steps:**<br>Arrange for and obtain meals to meet identified feeding needs, adhering to local safe food handling standards.<br><br>Coordinate with the shelter manager to determine the best process for providing food for clients and staff by completing the following actions:<br>• Estimate the number of meals needed for clients, staff, and partner groups. Include consideration for clients who may come to the shelter for food but not dormitory services.<br>• Plan to begin serving snacks and hydration immediately.<br>• Establish and post the time for the first meal, usually the next meal needed.<br>• Determine the best option for shelter feeding, depending on the size and anticipated duration of the response. Options could include:<br>    o Food service provided by the shelter facility owner and staffed by employees of the facility (Check the Facility Use Agreement to see if this has already been arranged with the facility owner.);<br>    o Fast food or restaurant-prepared meals;<br>    o Contracted caterers;<br>    o Staff from churches or other organizations preparing meals;<br>    o Partner-managed kitchens;<br>    o Red Cross-managed kitchens, either at the shelter or elsewhere,<br>    o Shelf-stable meals such as Heater Meals or MREs.<br><br>Request activation of local partnership agreements to support feeding, if the scope and scale of the feeding need calls for it.<br>• Plan the initial menu by completing the following actions:<br>    o Review the menu with the shelter manager, and when possible, with client representatives to ensure sensitivity to cultural needs and dietary restrictions.<br>    o Ensure the needs of babies and young children and individuals with access and functional needs including those with disabilities are included (e.g., gluten-free, low-sodium, and diabetic diets).<br>    o Include any activated partners in the menu planning.<br><br>Estimate staffing needs for Feeding, based on whether food is to be prepared onsite or delivered:<br>• Identify any Feeding-trained facility personnel who will help with food preparation, serving, and cleanup. |

| | |
|---|---|
| | • Consider recruiting clients for many food service tasks, excluding meal preparation.<br>• Refer to the *Staff the Feeding Areas* section below for more details.<br><br>Estimate supply needs and acquire supplies for meals, snacks, beverages, and water. Refer to the *Acquire and Manage Feeding Supplies and Equipment* section below for more details.<br><br>Determine if the shelter will also be serving as a fixed feeding site for community clients:<br>• Develop guidelines for feeding procedures and schedules.<br>• Develop plans for the community clients to be served either outside or in another room. This step can alleviate security issues of having individuals who are not overnight clients in the dormitory area.<br><br>Determine mealtimes and share with workers who are responsible for providing information to clients.<br><br>Acquire and manage feeding supplies and equipment.<br><br>Take inventory of food supplies on hand at the facility before preparing any meals, and designate a specific secure storage area for those items available for use by the shelter food service.<br><br>Coordinate with the facility representative or Logistics to identify supply sources for food and water, including:<br>• The shelter facility;<br>• Regional and national Red Cross warehouses;<br>• Local and national vendors.<br><br>Work with the shelter manager and workers assigned to provide logistics support to identify procurement procedures, local resources, and financial authorities for shelter feeding operations.<br><br>Work with the clients, Feeding lead, and partners to resolve feeding needs if the contract food suppliers are not be able to meet the special dietary needs of all clients.<br><br>Prepare and submit supply requisitions for three days' worth of food and supplies to sustain shelter feeding. Refer to the Procurement Standards and Procedures.<br><br>Follow procurement procedures for receiving supplies, entering supplies into inventory, and tracking inventories as supplies are used. Refer to the Procurement Standards and Procedures. |
| Staff the Feeding Areas | Considering the number of meals that need to be served and the source of meals, work with the shelter manager to estimate staffing needs and submit staffing requests. |

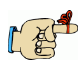
| | |
|---|---|
| Provide Feeding Services | Orient the clients and workers to the feeding area, meal options, and 24-hour snack table. For example, make sure the client and worker are provided a tour of the feeding area or otherwise directed to where meals and snacks are being provided.<br><br>If clients identify themselves as having an allergic reaction in the presence of certain foods, ensure that those foods are not served in proximity to the meal or snacks area.<br><br>Serve clients and workers appropriate meals, according to their dietary and cultural needs, and make self-serve snacks available at all times.<br><br>Refer to the *Feeding Standards and Procedures* (in development) for more information on providing feeding in shelters. |
| Maintain Feeding Areas | Continuously assess the dietary and cultural meal requirements of clients and workers. Maintain awareness of allergies present, and ensure allergy-free zones if necessary.<br><br>Make sure that all feeding areas are kept clean and sanitary and that safe food handling procedures are used at all times.<br>o Work with Disaster Health Services staff to monitor food service areas .<br>o Coordinate with Disaster Health Services to arrange for a health inspector to visit and advise on local codes and health laws.<br>Monitor use of 24-hour snack supplies to plan reordering. Estimate needs at least 3 days ahead.<br><br>Caution parents to monitor their children's intake of snacks and drinks that are freely available and may contain ingredients to which the child is sensitive or allergic. |
| Collect and Report Feeding Statistics for the **Daily Shelter Report** | Provide the following information to the shelter manager daily:<br>• The number of meals, broken down by breakfast, lunch, and dinner that were received or prepared at the shelter, even if they were not served.<br>• The number of meals, broken down by breakfast, lunch, and dinner that were served at the shelter.<br>o A meal usually equals an entrée, vegetable, fruit, starch, bread, and beverage.<br>o One way of counting meals is to pre-count the number of plates, cups, etc., and then recount after a meal to determine the number of meals served.<br>o Refer to the *Feeding Standards and Procedures* (in development) for more information on Feeding reporting.<br>• The number of snacks and drinks received at the shelter, even if they were not served.<br>• The number of snacks and drinks served.<br>o Snacks are counted individually.<br>o Drinks are counted individually and are reported as snacks.<br>• Any special feeding concerns. |

| | |
|---|---|
| | • Refer to the *Feeding Standards and Procedures* (in development) for more information on reporting requirements.<br>• Identify food waste, and adjust meal preparation, if necessary.<br>    ○ Count the difference between the number of meals received or prepared and the number of meals served. If the difference is greater than 10%, it is considered wasteful. |

| | |
|---|---|
| ***Distribution of Emergency Supplies*** |  The Distribution of Emergency Supplies function provides material resources to individuals affected by a disaster. |
| Setup |  Coordinate with the Sheltering lead and the Distribution of Emergency Supplies function to make distribution of material resources available to clients in the shelter.<br><br>Items may be provided in multiple areas of the shelter. For example, blankets are provided in the dormitory, and comfort kits are provided in the reception, information, or dormitory areas based on the needs of the clients.<br><br>When a dedicated area for distribution of emergency supplies is needed:<br>• Select a space that is accessible to all clients, including individuals with access and functional needs including those with disabilities.<br>• Select a space away from the dormitory to allow access to clients who are not staying in the dormitory, while maintaining the privacy and dignity of all clients. |

| | |
|---|---|
| Provide Services | If needed to meet clients' needs, the distribution of emergency supplies area should be staffed and resourced within 24 hours of shelter opening.<br><br>Comfort kits should be distributed to clients upon arrival and then supplemented or redistributed based on client need.<br><br>Understand distribution of emergency supplies services in the shelter, which includes:<br>• Providing clients with blankets and comfort items for use at the shelter;<br>• Providing clients with material resources such as cleaning products, flashlights, tarps, shovels, rakes, water, gloves, and protective masks.<br><br>Assist Distribution of Emergency Supplies workers in providing relief items to clients by:<br>• Identifying a widespread need for specific items and reporting each need to the shelter manager for coordination with Distribution of Emergency Supplies.<br>• Assisting the Distribution of Emergency Supplies function to coordinate distribution at the shelter by:<br>    o Identifying an appropriate location for distribution that allows for the flow of clients and organized distribution of goods.<br>    o Collecting or receiving supplies at the designated location.<br>    o Notifying the shelter manager, registration workers, and others of distribution site locations at the shelter.<br>• Referring clients to distribution areas when material resources are available outside the shelter facility.<br><br>Collect and report Distribution of Emergency Supplies statistics for the Daily Shelter Report. Provide the following information to the shelter manager daily:<br>• Number of comfort kits received at the shelter;<br>• Number of comfort kits distributed;<br>• Number of cleanup kits received at the shelter;<br>• Number of cleanup kits distributed;<br>• Number of other bulk items received at the shelter;<br>• Number of other bulk items distributed |

<table>
<tr><th>Dormitory</th><th>The dormitory provides clients with space for resting, reading or sleeping.</th></tr>
<tr><td>Setup</td><td>
A shelter dormitory is an area used for sleeping. If possible, it is located in a quiet area and has as much privacy as possible from other areas of the shelter.
Set climate controls to a temperature that is comfortable for clients. Allow extra blankets for individuals who are cold when increasing the heat is not possible.<br>Choose areas that have easily monitored and controlled entrances and exits.
Set up the dormitory using Red Cross supplies when available. If facility-owned supplies are available at the shelter, request permission to use them.
Before setting up cots, allocate separate space for families with small children, single men, single women, the elderly, night workers who sleep during the day and other unique situations, such as an isolation care area in consultation with Disaster Health Services. Provide dormitory arrangements that accommodate religious or cultural preferences that prevent males and females from sleeping in the same area or that require extended families to remain together.
Set up cots, providing the following square footage per cot:
<ul>
<li>Evacuation shelter: minimum 20 square feet per cot;</li>
<li>Standard shelter: minimum 40 square feet per cot;</li>
<li>Individuals with access and functional needs, including those with disabilities who have support equipment such as wheelchairs, lift equipment, or service animals in any shelter: 100 square feet per cot.</li>
</ul>
Confirm the following steps with the shelter manager before beginning setup:
<ul>
<li>Use tarps, drop cloths, or other floor covering to protect floors if necessary. If used, ensure that they are well secured to the floors and do not create a trip or slip hazard.</li>
<li>Allow space for aisle ways that meet or exceed standards for individuals with access and functional needs including those with disabilities. Refer to the Sample Shelter Layout at the end of this document.</li>
<li>Ensure people who need extra stability are able to get up and down easily. Request individuals trained in care assistance, if necessary.</li>
<li>Ensure that universal or medical cots are available on site, and set them up as needed.</li>
<li>Place two blankets on each cot, or stage blankets where they can be provided to clients upon cot assignment.</li>
</ul>
Assign sleeping areas to clients:
<ul>
<li>Assign spaces that allow individuals with access and functional needs including those with disabilities easy access to restrooms, feeding areas, and emergency exits.</li>
<li>Work with individuals with access and functional needs including</li>
</ul>
</td></tr>
</table>

| | |
|---|---|
| | • those with disabilities to determine their optimal sleeping location in the dormitory.<br>• Ask clients with durable medical equipment that requires power if they would like their cot placed near a power source.<br><br>Create a Client Location Chart: draw a room layout, including doors, restrooms, aisles, fire extinguishers, AEDs (automated external defibrillators), etc.<br>• Use this layout and small post-it notes to indicate the locations of client cot assignments.<br>• Post the chart where it will be accessible only to staff, who can use it to assist in keeping accurate shelter counts, learning client names, giving wake-up calls, etc.<br><br>Post Red Cross signage in the dormitory.<br>• Post times for lights out and quiet hours in the dormitory, and communicate them verbally for people with vision impairments.<br><br>Arrange for very dim lighting that can be on during sleeping times. |
| Initiate Services |  The dormitory should be fully staffed and resourced within 24 hours of the shelter opening with sleeping space allocated according to the Sheltering Standards and Procedures. |
| Orient Clients | Orient the clients to the dormitory area. For example, make sure the clients are provided a tour of the dormitory area or otherwise directed to where services are being provided.<br><br>In the space that has been assigned, provide clients with their allocated dormitory resources, including one cot and two blankets |
| Monitor the Dormitory | Protect the privacy, safety, and well being of clients by making sure the dormitory is secure and sanitary.<br><br>Coordinate with shelter security personnel, if available, or with dormitory workers, to make sure that dormitory areas are secure and to make sure that patrols circulate throughout the dormitory and surrounding areas.<br><br>Make sure that entrance and exit controls have been set up and sleeping areas are monitored, especially at night.<br><br>Ensure clients are not storing extra food in the sleeping area.<br><br>Monitor the area to prevent clients from bringing or using weapons, alcohol, illegal drugs, and other prohibited items into the dormitory.<br><br>Tobacco products can be brought into the dormitory if kept stored in the clients' personal possessions. |

<table>
<tr><th> Dormitory Registration</th><th>Dormitory registration is the process of collecting information from clients who will stay in the dormitory and referring them to other services within the shelter.</th></tr>
<tr><td>Setup</td><td> Locate the dormitory registration at the entrance to the dormitory. Ensure enough room to maximize client privacy during registration. Limit access into the dormitory to workers and clients who are registered for dormitory services.<br><br> A well-organized registration area and a good system for organizing registration records makes it easier to register clients quickly and efficiently, to keep track of information that is important for shelter planning, and to maintain Red Cross standards for confidentiality. Set up the space with:
<ul>
<li>Signs clearly marking the registration desk or tables;</li>
<li>Tables and chairs spaced to ensure client's privacy;</li>
<li>Dormitory registration materials.
<ul>
<li>Forms can be downloaded from the Sheltering Toolkit page on The Exchange. Provide forms in the languages needed within the community. Prepare available assistive devices to provide to clients with communication needs. Forms include:
<ul>
<li>Shelter Dormitory Registration Form</li>
<li>Shelter Referral Log</li>
<li>Client Welcome Information Handout</li>
<li>Unaccompanied Minor and Separated Child Report Form</li>
</ul></li>
<li>Laptops, if available, loaded with the Safe and Well Helper Tool</li>
<li>Pens and pencils</li>
<li>Notebooks</li>
<li>File boxes, three-ring binders, or other boxes to organize an alphabetical filing system for completed registration forms</li>
<li>Hand sanitizer</li>
</ul></li>
</ul></td></tr>
<tr><td>Initiate Services</td><td>Clients who are sleeping in the shelter dormitory are greeted and registered into the dormitory so workers and operations management have a clear understanding of the demographics and needs of the overnight shelter population.<br><br> The dormitory registration area should be fully staffed and resourced within 24 hours of the shelter opening, prior to opening the dormitory to clients.</td></tr>
</table>

| | |
|---|---|
| Greet Clients | Provide an expedited registration for those individuals with mobility devices, elderly families with children or individuals with an apparent disability or other access and functional needs.<br>Explain the registration process.<br>Assess the client's needs to determine if they need other assistance prior to registration.<br>For example, clients may need food, information, or the restroom before they can successfully complete the registration process. |
| Conduct Registration Interviews Using the **Shelter Dormitory Registration form** | Identification is not required for clients to register at the shelter.<br>Use the Shelter Dormitory Registration Form to make observations and ask questions to identify immediate medical, emotional, behavioral, and access and functional needs, including disabilities.<br>Use index cards or lined paper if the Shelter Dormitory Registration Form is not available.<br>Use one form, one card, or one sheet of paper for each family. A family usually consists of all people living in a household.<br>Record the number of family members in each age group on the top of each registration form.<br>If a client advises that anyone in his or her household is required by law to register with any state or local government agency, discreetly refer that person to the shelter manager.<br>Note clients who express interest in helping with specific shelter tasks or have skills that can be used in the shelter using the system established for this shelter. |
| Identify Client Dormitory Needs | Considerations include:<br>• A cot that is appropriate size, height, and width to meet their needs.<br>• Proximity to areas, including electrical outlets for medical equipment, restroom facilities, Disaster Health Services, etc.<br>• Family groupings, gender specific areas, and quiet areas.<br>• Adequate space for individuals with access and functional needs, including those with disabilities. |
| Orient Clients | Assign space and resources in the dormitory according to identified client needs.<br>Have the clients escorted through the dormitory for cot assignment or referred to other services based upon the priority of their needs. |

| | |
|---|---|
| Manage Documents and Information | File the Shelter Dormitory Registration Form securely using the system established for this shelter.<br><br>Monitor access to the dormitory to ensure that only workers and registered clients are allowed entry.<br><br>Protect client privacy and personal information.<br>• Limit access to client information to:<br>  ○ Only those background-checked Red Cross workers who need the information to perform their duties.<br>  ○ Clients who request access to their own information, when access is reasonable and consistent with the best interests of the Red Cross. However, do not give clients access to information obtained from another source when that source expects the information to remain confidential.<br>• Refer requests for client information to the shelter manager. Refer to *Disclosing Client Information* in the *Respond to Issues and Concerns* sections for more information |
| Reporting | Provide a count of new registrations to the shelter manager. This does not include returning clients who registered on previous nights.<br><br>Collect and report dormitory statistics for the Daily Shelter Report.<br>• Count the number of clients, broken down by age group, who are registered for dormitory services in the shelter facility at or around 10 p.m.<br>• Count the number of clients, broken down by age group, who are receiving any services in the shelter facility at or around 10 a.m.<br>  ○ This generally includes individuals who are staying in the dormitory overnight, but there may be individuals at the shelter facility receiving other services.<br>  ○ Age groups include:<br>    ▪ 0-3 years old<br>    ▪ 3-7 years old<br>    ▪ 8-12 years old<br>    ▪ 13-18 years old<br>    ▪ 19-65 years old<br>    ▪ 65+ years old<br>• Provide the population count to the shelter manager for the Daily Shelter Report. |
| Assist Clients Leaving Permanently | When clients leave the shelter permanently, ensure they have received recovery information and referrals.<br><br>Complete the exit information on the bottom of their registration form, and file the form using the system established for this shelter. |

<table>
<tr><th colspan="2">Disaster Health Services, Disaster Mental Health Services, and Disaster Spiritual Care</th></tr>
<tr><td>Setup</td><td>Coordinate with the function leads for Disaster Health Services, Disaster Mental Health Services, and Disaster Spiritual Care present in the shelter to determine the space requirements in the shelter.<br><br>Set up areas as directed by the shelter manager. These spaces typically include:
<ul>
<li>Easy accessibility and room for privacy;</li>
<li>Work areas with tables and chairs for staff to complete administrative tasks;</li>
<li>Private client interview areas with tables and chairs;</li>
<li>A separate area with cots near the Disaster Health Services area for people who are ill;</li>
<li>Rooms with doors or temporary privacy screens, if possible, to protect client privacy.</li>
</ul></td></tr>
<tr><td>Support Disaster Health Services Workers</td><td>In addition to helping to meet the disaster-related health needs of people at the shelter, Disaster Health Services workers act as advisors to the shelter manager and the Feeding lead on general health and safety issues.<br>Disaster Health Services should be available remotely within 4 hours of the shelter opening and fully staffed and resourced within 24 hours of the shelter opening.<br><br>Understand Disaster Health Services duties in the shelter, which include:
<ul>
<li>Determining the health care needs of all shelter occupants and arranging to meet those needs, including cot-to-cot assessments:
<ul>
<li>Assessing and referring, if needed, the ill and injured for a higher level of health care;</li>
<li>Caring for client’s health needs as necessary, including illness and injuries;</li>
<li>Looking for unreported health problems of shelter occupants and taking necessary action to care for these problems;</li>
<li>Assisting clients to replace medications, durable medical equipment or consumable medical supplies;</li>
<li>Facilitating, assisting, and providing support to individuals with access and functional needs including those with disabilities.</li>
</ul></li>
<li>Monitoring clients for signs and symptoms of communicable disease, isolating clients as needed, and reporting a noticeable trend in illness to the shelter manager, local health department and Disaster Health Services leadership.</li>
<li>Working with public health officials to make sure that shelters meet public health regulations and the shelter manager is aware of public health notifications, such as “boil water” notices caused by the disaster.</li>
<li>Assisting the shelter manager with providing a safe shelter environment by assessing the need for infection prevention and control actions (e.g. location of baby changing areas, hand washing access, hand sanitizer placement,</li>
</ul></td></tr>
</table>

| | |
|---|---|
| | sanitation needed for toys or living and sleeping areas to prevent or respond to a contagious disease outbreak, etc.)<br>• Performing and assisting with Staff Wellness function, as necessary.<br><br>**Assist Disaster Health Services workers in providing health-related services to clients by:**<br>• Monitoring clients' moods and behavior to spot health issues and referring them to Disaster Health Services.<br>• Conferring with Disaster Health Services staff on all issues related to health, cleanliness, sanitation, and hazards at the shelter.<br>• Arranging a Disaster Health Services area within the shelter that is both easily accessible and provides some privacy.<br>• Working with Disaster Health Services to maintain a sanitary and safe environment in the shelter.<br>• Supporting clients with activities of daily living, such as dressing and bathing. Refer to the **Care Assistance Job Tools** for more information.<br>• Assisting Disaster Health Services with procuring necessary health-related material resources. This includes making sure that Disaster Health Services staff have access to the nurse's kit stocked in the shelter supply kit (Contents for stocking kits is located in the Shelter Supply Template found on The Exchange) and assisting with procurement of other health-related supplies needed at the shelter.<br>• Assisting Disaster Health Services staff with keeping records and supplies secure, returning supplies, and forwarding records when the shelter closes.<br>• Maintaining client health confidentiality by making sure that any communication with Disaster Health Services staff related to client health is in confidence and that any records containing client information are kept secure. |
| Support Disaster Mental Health Services Workers | When the Red Cross opens shelters, Disaster Mental Health workers provide emotional support to clients and workers. The Disaster Mental Health function provides individual triage, crisis intervention, psych education, enhanced psychological first aid, advocacy, and casualty support to individual clients and workers, as well as community-level resilience-building programs.<br> Disaster Mental Health Services should be available remotely within 4 hours of the shelter opening and fully staffed and resourced within 24 hours of the shelter opening.<br><br>**Understand Disaster Mental Health duties in the shelter, which include:**<br>• Talking with clients and workers and observing the overall shelter scene to get a sense of people's stress levels, general emotional challenges, and unmet needs.<br>• Consulting with the shelter manager to address the emotional needs of workers and clients.<br>• Having a Disaster Mental Health worker available to the shelter 24 hours a day (in-person or on-call.)<br>• Making appropriate referrals to local care providers and agencies.<br>• Recommending alternate accommodations to the shelter manager when the stress of communal living or preexisting mental health conditions would be significantly detrimental to the mental health of a client or the shelter |

| | |
|---|---|
| | population.<br>• Working with the shelter manager and staff to implement strategies to help reduce stress for clients and workers.<br>• Providing psychological first aid training for workers.<br>• Collaborating with public mental health officials.<br><br>**Assist Disaster Mental Health workers in providing mental health-related services by:**<br>• Understanding and using psychological first aid to assist clients, yourself, and other workers.<br>• Conferring with Disaster Mental Health workers on any significant mental health- and stress-related issues within the shelter.<br>• Being sensitive to client needs, including emotional health.<br>• Referring clients to a Disaster Mental Health worker based on identified risk factors (taught in the Psychological First Aid class) and observed moods and behaviors.<br>• Assisting Disaster Mental Health staff with required tasks, as needed.<br>• Assisting Disaster Mental Health staff with acquiring supplies and equipment.<br>• Assisting Disaster Mental Health staff with securing records and supplies and processing them properly when closing the shelter.<br>• Arranging a Disaster Mental Health area within the shelter that is both easily accessible and provides some privacy.<br>• Maintaining client confidentiality by making sure that any communication with Disaster Mental Health staff related to any client mental health or emotional need is in confidence and that all records containing client information are kept secure.<br>• Supporting the Disaster Mental Health staff's efforts to alleviate stress for both clients and workers. |
| Support Disaster Spiritual Care Services Workers | Disaster Spiritual Care responders are responsible for provision of appropriate and respectful disaster spiritual care services to disaster-affected clients in the community and the disaster workforce. They provide services directly to clients or connect them to faith-based providers of their choice through referral to other Red Cross disaster spiritual care providers or to community resources.<br>Disaster Spiritual care should be fully staffed and resourced within 72 hours of the shelter opening.<br><br>**Understand Disaster Spiritual Care duties in the shelter, which include:**<br>• Assessment of client's disaster-related spiritual care needs.<br>• Mitigating acute distress by administering psychological first aid and assisting in the fulfillment of client's basic needs.<br>• Typical spiritual care interventions which may include any or all of the following:<br>    o Discussing the client's values and beliefs.<br>    o Participating in the client's choice of spiritual or religious ritual (e.g., prayer, meditation).<br>    o Facilitating access to religious supplies for people who request them (e.g., written materials, prayer beads, candles, religious symbols, |

<table>
<tr><td></td><td>etc.)<ul><li>Connecting clients to other Red Cross services (e.g., Casework and Recovery Planning, Disaster Health Services, Disaster Mental Health) or another Disaster Spiritual Care provider whose faith aligns with the client's faith.</li><li>Connecting clients to spiritual and religious resources in the community.</li></ul><br>Assist Disaster Spiritual Care workers in providing Disaster Spiritual Care services by:<ul><li>Organizing the shelter so that there is space is available for quiet reflection and conversation.</li><li>Assisting Disaster Spiritual Care staff with acquiring supplies and equipment.</li><li>Providing secure storage space for confidential information.</li><li>Facilitating access to the shelter by trusted partners who are approved to provide disaster spiritual care services in the shelter. Contact the Disaster Spiritual Care lead at the operations headquarters or community partners for more information about partners.</li></ul></td></tr>
</table>

<table>
<tr><th>Security</th><th>The safety and security of clients and staff are top priorities for all workers.</th></tr>
<tr><td>Setup</td><td> The shelter manager is responsible for ensuring the safety and security of the shelter and for promoting a positive shelter environment. Important safety and security activities, such as arranging for security personnel, are requested through the Disaster Requisition Form (6409). Refer to the Procurement Standards and Procedures.<br><br>If security services are requested and established in the shelter, allocate space for security service workers that is away from the reception area. Coordinate with security service workers to identify what resources they require.</td></tr>
</table>

# Situational Services

Situational services are services set up based on the requirements of the clients. Situational services include: Casework and Recovery Planning, Direct Client Assistance, child respite care, laundry, recreation, and quiet areas. Exact services provided in the shelter depend, in part, on the scale and needs of the affected individuals and community. Monitor areas set up for client use to ensure that they are clean, sanitary, and equipped with available resources.

| ***Baby Care and Breastfeeding*** | A private area where mothers can choose to breastfeed and care for infants in a low-noise environment |
|---|---|
| Setup |  In shelters that have infants, allocate a baby care and breastfeeding area.<br><br> Set up comfortable seating for the number of mothers anticipated to use the space at any given time. Set up additional baby care equipment as it is identified and acquired. Post a sign on the door clearly identifying the area. |
| Provide Services | Current and anticipated children's services needs should be assessed at the very beginning of a shelter and continuously throughout its duration.<br><br>Provide parents, guardians, or caregivers with clear, complete, and easy-to-understand information about the services in this area. |

| ***Casework and Recovery Planning*** | The Casework and Recovery Planning function provides direct assistance to individuals affected by disasters, according to Casework and Recovery Planning guidance. |
|---|---|
| Setup |  Coordinate with the Casework and Recovery Planning lead present in the shelter to determine the space requirements in the shelter.<br>Areas for this activity typically include:<br>• Work areas with tables and chairs for staff to complete administrative tasks;<br>• Client interview areas with tables and chairs;<br>• Rooms with doors, or temporary privacy screens, if possible, to protect client privacy. |

| | |
|---|---|
| Support Client Casework and Recovery Planning Workers | Establishing a work area for client casework provides clients with easy access to assistance beyond basic sheltering services.<br><br>If needed to meet clients' needs, Casework and Recovery Planning should be fully staffed and resourced within 24 hours of the shelter opening to connect clients with community resources, donations, Distribution of Emergency Supplies products and other Red Cross and community assistance.<br><br>**Understand Casework and Recovery Planning duties in the shelter, which include:**<br>• Interviewing clients to identify their disaster-caused or disaster-aggravated needs.<br>• Helping clients initiate the process of recovering from the disaster.<br>• Working with clients to connect them with resources and assist them with meeting their own recovery needs.<br><br>**Assist Casework and Recovery Planning workers in providing client services by:**<br>• Organizing the shelter so that space is available for confidential interviews.<br>• Providing secure storage space for confidential information.<br>• Identifying disaster-caused emergency and recovery needs and referring clients to the Casework and Recovery Planning function.<br>• Helping clients understand the Casework and Recovery Planning process and encouraging them to discuss their recovery needs and plans with caseworkers.<br>• Speaking with clients to help determine their housing needs and referring them to Casework and Recovery Planning for assistance with identifying housing resources.<br>• Notifying Casework and Recovery Planning of clients with ongoing needs or unusual circumstances.<br>• Asking Casework and Recovery Planning workers for recovery information that can be shared with clients and posted for client use.<br>• Referring clients to 1-800-Red-Cross (1-800-733-2767) to access Casework and Recovery Planning services if caseworkers are not assigned to the shelter and the number has been activated.<br>• Meeting with client caseworkers and notifying the Sheltering lead at operation headquarters of any barriers.<br>• Maintaining clients' confidentiality by making sure that any communication with Casework and Recovery Planning staff related to clients is in confidence and that any records containing client information are kept secure. |

<table>
<tr><th>Child Respite Care</th><th>A secure, supervised, and supportive play experience for children in the shelter to provide relief for children, parents, guardians and caregivers</th></tr>
<tr><td>Setup</td><td> Select a space that is not adjacent to entrances and exits to the facility, is safe for small children, avoids sight of televisions showing graphic images, and where the extra noise will not bother others.
<ul>
<li>Coordinate with the Sheltering lead to arrange for specialized childcare staff through partner organizations.</li>
<li>Ensure that respite workers have completed a background check.</li>
<li>Partner agencies that specialize in disaster childcare will have their own procedures. Verify that their procedures meet all Red Cross principles, policies, and safety requirements. Support partner agencies in establishing rules for client use of temporary respite care services.</li>
<li>Child friendly space kits can be requested to help resource the children’s areas. These and other materials for providing care and activity for children can be requested following the Procurement Standards and Procedures guidance.</li>
<li>Under some conditions, school-aged children will require access to education while they are residing at the shelter. Talk to the Sheltering lead regarding continuation of educational programs in cases where schools will not be reopened for a significant period of time.</li>
</ul>
 Set up the child respite care area as directed by the shelter manager.</td></tr>
<tr><td>Provide Services</td><td>Current and anticipated children’s services needs should be assessed at the very beginning of a shelter and continuously throughout its duration.
<ul>
<li>Remind parents, guardians, or caregivers who bring their child(ren) to this area that the Red Cross does not provide day care, and caregivers are required to stay onsite at the shelter or designate another adult who will stay onsite to be responsible for their child or children.</li>
<li>Provide parents, guardians, or caregivers with clear, complete, and easy-to-understand information about hours of operation and other information related to their child(ren)’s participation.</li>
<li>Direct workers providing temporary respite care to keep a log of all clients served that includes:
<ul>
<li>The names of the children and their guardians;</li>
<li>The ages of the children;</li>
<li>The days and times that the services were used.</li>
</ul></li>
<li>Monitor the temporary respite care program to ensure that activities are both appropriate and serve the interests of the clients.</li>
<li>Work with Disaster Health Services to inspect the respite care area daily to make sure that there are no safety hazards and that the area is secure and sanitary.</li>
</ul></td></tr>
</table>

<table>
<tr><th colspan="2">Partner Services Areas set up for partners to provide specialized services for clients .</th></tr>
<tr><td>Setup</td><td> When appropriate, allocate space in the facility for partners to provide services including:
<ul>
<li>Support services for individuals with access and functional needs, including those with disabilities;</li>
<li>Children’s services:</li>
<li>Children’s advocacy;</li>
<li>Child friendly space kits;</li>
<li>Temporary child respite care;</li>
<li>Disaster Mental Health Services for children traumatized by disaster;</li>
<li>Pet sheltering;</li>
<li>Registration for FEMA benefits;</li>
<li>Registration and provision of services from other governmental and non-governmental agencies;</li>
<li>Transportation.</li>
</ul>
Partner staff should follow these general guidelines while working at the shelter:
<ul>
<li>Partners typically provide all necessary equipment, including laptops, cell phones, forms, and other items that may be needed to perform their duties.</li>
<li>Partners notify the shelter manager or shift supervisor when leaving for the day.</li>
<li>Partner caseworkers should confine their activities to agreed-upon work locations within the shelter.</li>
<li>Partners are welcome to take advantage of meal, snack, and drink services provided at the shelter location to which they have been assigned.</li>
</ul></td></tr>
</table>

| | |
|---|---|
| Support Partners providing services | Support partners who are providing services to clients in the shelter setting. Exact support requirements will vary, based on the service offered and the needs of the clients.<br><br>Work with headquarters to facilitate partner access to the shelter:<br>• Act as liaison to any partner staff present at the shelter.<br>• Ensure that all shelter workers understand Red Cross guidelines for partners in shelters.<br>• Facilitate shelter client access to the resources that partners offer.<br><br>When a representative from a partner agency arrives at the shelter:<br>• Welcome him/her into the shelter.<br>• Verify each representative's valid agency identification.<br>• Work with the Sheltering lead who will work with community partnerships lead to ensure that the partner is authorized to work in the shelter.<br>• Discuss general working guidelines and orient partner staff to the layout, rules, and procedures, including signing in and out every day on the Staff Sign-in Form.<br>• Remind them of the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and that they may not:<br>  o Proselytize<br>  o Charge a fee for services<br>  o Recruit or solicit in any manner<br>  o Act in any way that would violate the Code of Conduct |

| ***Quiet Areas*** | Areas intended for quiet activity |
|---|---|
| Setup | Providing access to a quiet room or space will help some people function better in a shelter environment. For example, some elderly individuals, people with psychiatric disabilities, parents with very young children, and children and adults with autism may benefit from a low-noise environment.<br><br>Consider the needs, customs, and cultures in shelter population when allocating quiet areas.<br><br>Set up furniture and equipment as directed by the shelter manager. |
| Provide Services | Ensure clients have access to quiet areas to relax away from noise and activities. |

| ***Recreation for Children*** | A monitored area with age-appropriate activities for children. |
|---|---|
| Setup |  When children are clients of a shelter, they require special considerations and attention. Especially in large shelters or long-term shelter situations, the shelter manager may wish to assign responsibilities for coordinating programming for children to a designated supervisor. In shelters with children, allocate space for a play area for children.<br>• Select a space that is not adjacent to entrances and exits to the facility, is safe for small children, and where the extra noise will not bother others.<br>• Ensure workers who have successfully completed background checks monitor the area, including access to the area and the children within it.<br><br> Organize age-appropriate activities according to the ages of the children at the shelter.<br>• Identify available resources within the shelter for keeping children entertained and occupied.<br>• Determine the availability of video, music, and recreational items.<br>• Ensure the appropriateness of the materials in terms of age range, language, etc. Use recreational materials that are easy to clean and are less likely to transmit germs. For example: choose plastic blocks, such as Lego instead of wood blocks, plastic dolls and action figures instead of stuffed animals, and individual crayon packages for each child instead of a container of shared crayons.<br>• Post a schedule for recreational activities.<br>• Post signs reminding parents that they are responsible for supervising their children at all times. |
| Provide Services | Current and anticipated need for children's services should be assessed at the very beginning of a shelter and continuously throughout its duration.<br>• Remind parents, guardians or caregivers that, when bringing their child or children to this area, the Red Cross does not provide day care and caregivers are required to stay onsite at the shelter, or designate another adult who will stay onside to be responsible for their child(ren).<br>• Provide parents, guardians, or caregivers with clear, complete, and easy-to-understand information about hours of operation and other information related to their child(ren)'s participation.<br>• Monitor the recreation area to ensure that activities are both appropriate and serve the interests of the clients.<br>• Work with Disaster Health Services to inspect the recreation care area daily to make sure that there are no safety hazards and that the area is secure and sanitary. |

| ***Recreation for Teens and Adults*** | A monitored area with age-appropriate activities for teens and adults. |
|---|---|

| | |
|---|---|
| Setup |  Allocate recreational spaces for teens and adults.<br>• Assess available resources in the shelter for keeping clients occupied and offer entertainment or recreational opportunities. Work with the Sheltering lead to access additional resources to meet activity needs of clients.<br> Set up a recreation area for teens and adults.<br>• Identify available resources within the shelter for keeping teens and adults entertained and occupied.<br>• Determine the availability of video, music, and recreational items such as books and magazines, television, games, cards, computers, newspapers, electrical outlets, and charging stations for personal electronic devices.<br>• Post a schedule for recreational activities.<br>• If the shelter does not have Internet-enabled computers, assist clients in locating and accessing the Internet at local libraries or other locations offering free Internet services. |
| Provide Services | Ensure clients have access to age-appropriate recreation including games, puzzles, and electronic entertainment. |

| ***Other Needs*** | Clients may need services not traditionally offered in shelters. Red Cross should facilitate access to services to meet the needs of clients, including the examples in this table. |
|---|---|
| Laundry | If clients need laundry service, work with the Sheltering lead to identify resources.<br><br>If pick-up laundry service is available in the shelter or is set up adjacent to the shelter, ensure that clients are informed on how to access the service, including where to stage their laundry.<br><br>If clients have to go to a laundry facility, ensure that clients have transportation. |

| | |
|---|---|
| Transportation | Clients may need transportation to facilitate recovery activities such as meeting with partner agencies to apply for assistance, returning to work or school, attending medical appointments, or shopping to replace essentials lost or rendered inaccessible by the disaster.<br><br>Accessible public transportation services available near the shelter should be communicated to clients. Any transportation needs not fulfilled by public transportation should be continuously assessed.<br><br>Request temporary, accessible transportation on an as-need basis.<br><br>Request regular transportation services to and from the shelter as needed, and communicate that service to all clients. |

# Manage Offers

This section provides steps for managing offers presented at a shelter, including material goods, money, and volunteers.

## In-kind Donations

Offers of in-kind donations are handled carefully to ensure donor contributions are put to best use and are properly acknowledged. Spikes in the arrival of in-kind donations often occur in the immediate aftermath of a very large event with high media visibility. Wanting to help, the public sends or delivers unsolicited items to Red Cross locations.

| | |
|---|---|
| Post Signage | Publicize on the exterior of the shelter that the shelter is not a drop-off location for unsolicited donations. Include nearby drop-off locations where other agencies are accepting donations. Obtain the list of drop-off locations from the Sheltering lead. |
| Greet Donors | When unsolicited donations arrive at the shelter, greet donors warmly. |
| Assess the Donation | Considering client needs in your shelter, in collaboration with the Sheltering lead and in-kind donations staff, assess the donation presented for appropriate for use at the shelter versus delivery at another service location.<br>• Red Cross operations are unable to safely and effectively use certain types of items collected in a community, such as home-cooked food, canned goods, or clothing.<br>  o **Donated food**: Occasionally, individuals or groups from the community will want to donate prepared food. If donated food was not prepared in a kitchen approved by the local health department, food donations will not be accepted.<br>  o **Donated clothing**: Because cleaning, sorting, and packaging used clothing and shoes uses valuable time and money resources that are needed for other aspects of the operation, these donations are generally not accepted. |

| | |
|---|---|
| Direct the Donation | Direct the resource to the appropriate location:<br>• If the appropriate destination is within the shelter, accept the donation, thank the donor, and document the donation. Inventory and distribute items as described in *Section 1.6 Acquire Material Resources and Services*.<br>• If the appropriate destination is another service delivery location or a partner agency, refer the donor to the specific individual at the receiving location. Work with the Sheltering lead to identify another organization if one is not already established.<br>• If the donation is not appropriate, thank the donor, and document the offer.<br>Thank all donors, express appreciation, and explain how donations will be used. |
| Document the Donation | Record any unaccepted offer in the Job Tool: Shelter Log. Record any donations accepted at the shelter using the In-Kind Donations Resource Record.<br>Submit the completed In-Kind Donations - Resource Record to the in-kind donations manager through the Sheltering lead to ensure that all in-kind donations are properly acknowledged and accounted for. |

## Monetary Donations

When donors bring monetary donations to the shelter, greet them warmly, and give them your complete attention.

1. Explain that financial donations cannot be accepted at the shelter because it may create the perception that someone is paying for services.
2. Encourage donors to mail or deliver financial donations to the regional office, donate online at redcross.org, or donate through the Red Cross Emergency App.
3. Thank the donor and express appreciation for their gift.

## Community Members Arriving to Help

When community members arrive at the shelter to help, greet them warmly, and give them your complete attention. Community members who want to help are considered “event-based volunteers” and are treated, processed, and supported in the same manner as all other responders on an operation.

1. If a community member arrives at the shelter to help without in-processing, refer them to the region or Staff Services for volunteer in-processing.
2. Receive and resource the community member as an event-based volunteer. Refer to *Section 1* for details.

# Shelter Staffing

Plan to mentor and work with trained Red Cross volunteers, workers who are new to the Red Cross, partner agency volunteers, event-based volunteers, and clients.

| | |
|---|---|
| Worker Assessment Considerations | Consider the following when assessing the skills and capabilities of each worker:<br>• Position in Volunteer Connection;<br>• Disaster training;<br>• Disaster experience;<br>• Employment experience;<br>• Worker’s interests;<br>• Leadership and communication skills and experience;<br>• Life experience that aligns well with operating a shelter;<br>• Worker promotion and development plans. |
| Workers Who Are New to the Red Cross | Staff Services personnel at the operations headquarters will make every effort to fill staff requests as submitted. However, factors such as the type and timing of the disaster, immediate weather conditions and the extent that volunteers are personally affected by the event all have an impact on the number of experienced volunteers that will be available.<br><br>Workers need to be prepared to work with new Red Cross volunteers who have not been fully trained in Sheltering. This is a great opportunity to mentor and develop new Red Cross members. |

<table>
<tr><td>Partner Agency Volunteers</td><td>Partner organizations may provide personnel to be workers. For example, members of a church may volunteer to work at a shelter located in their church building; county or state social services or public health employees might be released to work in a shelter; or a partner providing medical services may volunteer to assist with health related issues in a shelter.<br><br>When partner agencies provide workers who are not already affiliated with the Red Cross, work with their members as you would event-based volunteers.<br><br>When partner agencies are providing their services in the shelter:<ul><li>Introduce yourself and explain your position (shelter manager or shift supervisor) to the partner representative(s).</li><li>Verify each representative’s valid agency identification.</li><li>Have an authorized representative sign the Code of Conduct Form and forward completed form to External Relations, if not already completed.</li><li>Discuss the general working guidelines and orient partner staff to the shelter layout, rules, and procedures.</li><li>Work with the partner to determine how services can be provided in a way that best meets the needs of all clients.</li><li>Inform External Relations about the role of the partner in the shelter so publicity can be coordinated, if appropriate.</li><li>Designate a location in the shelter for partners to work. Partners may provide assistance through outreach to clients or by setting up a partner area within the shelter. When determining what type of access the external partner will be granted, carefully consider client privacy.</li><li>Announce the presence of the partner organization to clients and inform them about the partner’s location in the shelter and the assistance that they are providing.</li><li>Include partner agencies in staff briefings.</li><li>Keep a list of partner information such as the services provided and the names of the partner volunteers to be forwarded for recognition to the Community Partnerships activity.</li></ul></td></tr>
<tr><td>Event-Based Volunteers</td><td>Event-based volunteers are a great resource. After brief training, they can help with roles and tasks throughout the shelter. Instructional job aids are available for event-based volunteers on the Event-Based Volunteer Engagement Toolkit found on The Exchange.<br><br>Guidance for working with event-based volunteers can be found on the Event-Based Volunteer Engagement Toolkit on The Exchange.<ul><li>Event-based volunteers are treated, processed, and supported in the same manner as all other responders on an operation.</li></ul>NOTE: Event-based volunteers whose background checks are not completed do not work alone with clients, including children, or have access to Red Cross funds or personal client information.</td></tr>
</table>

| | |
|---|---|
| Clients as Volunteers | Clients who are willing to help with sheltering tasks are another great resource. Recruiting clients as helpers allows them to contribute to their own recovery and creates a positive and cooperative environment at the shelter. To include clients as part of the shelter team, follow the guidelines below:<br>• Be sensitive to the cultures represented in the shelter clientele. Ensure that members from all groups and backgrounds are offered opportunities to help.<br>• Encourage clients to help by emphasizing that the shelter is a temporary home with regular necessary tasks and that their help will make the shelter a more comfortable experience for everyone.<br>• Refer clients who identify themselves as health or mental health professionals to Disaster Health Services or Disaster Mental Health.<br>Refer clients who are interested in becoming Red Cross volunteers to Staff Services for volunteer in-processing, or request that Staff Services send a representative to the shelter to register those who are interested in volunteering. |

## Receiving and Assigning Roles to Arriving Workers

The first few days a shelter is open, local workers are assigned very long hours. The local shelter team will make many decisions, solve many problems, and invest a lot of personal energy into running the shelter. When new workers arrive at the shelter, they are well rested and may make suggestions about ways to improve the shelter.

| | |
|---|---|
| Worker Transition Reminders | The transition from the initial shelter staff to the second wave of staff can be stressful and contentious.<br>Remind current workers that incoming workers are arriving to fill vacant roles and to allow current workers time to get some rest or return to other family and work obligations.<br>Remind incoming workers that it is important to understand the commitments and efforts of the current workers. All workers should be respectful and supportive during this transition. |

| | |
|---|---|
| Welcome Workers | Welcome workers to the shelter and provide them your full attention. Receive them and assign roles using the following steps:<br>• Verify workers have been received by Staff Services and are at their correct assigned work location. If needed, contact the Sheltering lead for options<br>• Have workers sign in on the Shelter Staff Sign-in form and gather their contact information<br>• Interview workers to assess their skills and knowledge and determine the appropriate roles for each<br>• Acknowledge the skill and training level of the worker. High-caliber workers are needed in every shelter. Some workers will be assigned to a shelter based on operational need, even though they are technically qualified to work at a district or operations headquarters.<br>• Assign workers to the roles that meet the needs of the shelter operation, as well as the workers' needs for job satisfaction and career development in the Red Cross.<br>• Assign clients to tasks that match their capabilities and interests. For example, clients who are parents of children in the shelter may be a great resource to help in a children's play area while their own children are there.<br>• Assign up to 7 workers to each supervisor, depending on the complexity of the task.<br>• Make sure workers and clients who are helping are comfortable with their assignments. |
| Provide Workers with Identification | All workers wear identification so clients and visitors to the shelter can identify workers if they have questions or need assistance. Temporary nametags can be used for event-based volunteers and clients recruited as helpers. |
| Resource the Workers | Provide the workers and helpers with a job induction and the tools and material resources necessary for their tasks.<br>• The purpose of a job induction is to introduce workers to their assignments, work setting, tasks, and shelter facility. Use the Job Induction Checklist as a guideline to create a job induction agenda.<br>• Remember to repeat the job induction for all new workers arriving at the shelter. Conduct job inductions for groups or for individuals as they arrive at the shelter.<br>• Refer to the Disaster Frontline Supervisor Handbook for more information about job inductions.<br>• Provide training and supervision to ensure that clients are able to accomplish their tasks successfully. Work with the Sheltering lead to arrange formal training through Staff Services, if available. |
| Follow-up with Workers | Check in with workers to ensure they are happy with their assignments and to give them the opportunity to provide feedback regarding their work.<br><br>Routinely recognize and thank workers for their willingness to help and for the good job that they have been doing. |

| | |
|---|---|
| Shelter Manager Reminders | Remember that individuals who have not completed a background check, including clients, do not have access to Red Cross funds or personal client information.<br><br>For tips on assessing and assigning workers, refer to the Disaster Frontline Supervisor Handbook found on The Exchange. |

## Staffing Schedules and Records

| | |
|---|---|
| Staff Scheduling Tools | Use a Table of Organization<br>• Use sticky notes on a sheet of newsprint to create a large, visible chart that can be easily changed<br>• Use Visio or other computer program with org chart templates to create an electronic table of organization. Print the chart for display.<br>• Update the table of organization daily to ensure an accurate visual representation of worker assignments.<br>• Post the table of organization where all workers have access to the information.<br>Shelter Staffing Calendar<br>• Use the optional Shelter Staffing Calendar Form to list and organize shelter staff<br>Staff Sign-in Form<br>• Ensure that all workers record their hours on the staff sign-in form, including event-based volunteers and clients who are helping in the shelter. This information is used for future planning of staff ratios. It also relieves some financial burden from the affected areas. Local and state government jurisdictions can use the data to receive credit toward cost-share requirements for federal reimbursement. |

| | |
|---|---|
| Schedule Requirements | Schedule shelter staff at least three days out or until the scheduled close date, if known.<br><br>Schedule one day off for each worker, including the shelter manager, for every seven days worked<br><br>Plan shift lengths on the basis of available workers. Choose a schedule that suits the working conditions of the shelter and the number of workers available.<br><br>• Schedule about 30 minutes of overlap time as the shift changes, and plan shift transition briefings to facilitate this process.<br>• Two examples of effective schedules are:<br>    o Two shifts of 12½ hours (requires fewer workers):<br>      7:00 a.m. to 7:30 p.m. and 7:00 p.m. to 7:30 a.m.<br>    o Three shifts of nine hours<br>      7:00 a.m. to 4:00 p.m., 3:00 p.m. to midnight, and 11:00 p.m. to 8:00 a.m.<br>Some positions are staffed 24 hours a day, whereas others are staffed only for specific shifts.<br><br>Schedule two workers to stay awake overnight to ensure the safety and security of the shelter while clients are all sleeping.<br><br>Depending on shelter size, assign some workers to cover more than one area of responsibility.<br><br>Assign administrative support or deputy positions as needed to make the shelter scalable.<br><br>Move workers from one assignment to another as appropriate. For example, many registration workers may be needed initially to process incoming clients. Later, fewer registration workers will be needed, but more dormitory workers may be necessary. In that case, shift workers from one task to another. |
| Maintain Staffing Records | Keep track of workers assigned to the shelter, including contact information, for safety reasons, to ensure that workers receive recognition for their service, and to aid in cost-share requests.<br><br>Make sure that workers sign in when they report for each shift and sign out when they leave at the end of their shift, using the Shelter Staff Sign-In Form. |

## Staff Meetings

| | |
|---|---|
| Keep Teams Informed | The shelter manager and all shift supervisors can use staff meetings to keep their teams well informed. |
| Schedule meetings at regular intervals throughout the operation | Schedule meetings once per shift. Even if meetings are brief, they still provide a chance to communicate, relieve stress, and resolve problems.<br><br>A shift transition briefing is an opportunity for workers who are ending their shifts to brief incoming workers about what has taken place at the shelter during the previous shift. |

| | |
|---|---|
| Information to Include | • Introductions of new workers joining the shelter team;<br>• Updates to the shelter plan, including access to the incident action plan (IAP), safety-related information, such as weather and extreme temperatures, staff health and wellness resources, appropriate clothing and sanitation standards, etc;<br>• Recovery information to be communicated to clients;<br>• Discussions about the needs of all clients and workers;<br>• Discussions about material resource needs;<br>• Reminders of procedures, such as updating the Shelter Log or signing in and out at the beginning and end of shifts;<br>• Suggestions for worker self-care and tips for minimizing stress and avoiding burnout;<br>• Recognition of workers who may not be returning to the shelter;<br>• Information on developing transition plans and closing the shelter. |
| Tips for Conducting Good Staff Meetings | Make up a brief agenda of what you want to cover to keep the meeting focused. Use a consistent format for all staff meetings.<br>Keep the meeting as positive as possible.<br>Allow workers with key responsibilities a few moments to give status reports.<br>Plan time for questions and to validate information or dispel rumors.<br>Be careful to protect the privacy and personal information of clients and staff, and only discuss topics that are appropriate for a general meeting.<br>To save time, request that written reports, updates, press releases, and other materials be submitted in advance so they can be copied and distributed at the meeting.<br>Use the meeting for activities that require the whole group's involvement. Address issues involving only a few staff members at other times.<br>Remind workers to practice good self-care to minimize the stress of working at the shelter.<br>Include client helpers and partner volunteers to encourage team building. |

## Disaster Relief Operation (DRO) Work Performance Evaluations

Performance evaluation begins when a worker is assigned to the shelter. Evaluations are an important part of Red Cross workforce development. They help clarify which workers are ready for more challenging assignments and which workers may need more guidance.

| | |
|---|---|
| Performance Evaluation Process | The performance evaluation process includes four steps:<br>o Setting expectations at the job induction;<br>o Regular check-ins during the assignment for two-way feedback;<br>o Completion of the Disaster Relief Operation (DRO) Work Performance Evaluations form;<br>o Discussion between the supervisor and worker to review the performance evaluation and debrief about the assignment. |
| Provide Evaluations | • The shelter manager and all supervisors complete performance evaluations for the workers they are supervising. This includes individuals in activities outside of Sheltering, such as Disaster Health Services, Disaster Mental Health, Disaster Spiritual Care, and Casework and Recovery Planning. When completing evaluations for workers outside of Sheltering, work with their managers at the region or at operation headquarters for technical input.<br>• Follow DRO Evaluation Instructions. Additional guidelines for completing the evaluation process are in the Disaster Frontline Supervisor Handbook. |

# Respond to Issues and Concerns

The shelter manager ensures that all workers are aware of Red Cross policies, procedures, and guidelines related to issue resolution and progressive discipline. Detailed guidance on managing workers and responding to workers' issues, problems, and concerns can be found in the Disaster Frontline Supervisor Handbook.

Workers from other functions including Disaster Mental Health, Disaster Health Services, Disaster Spiritual Care, and Casework and Recovery Planning receive technical guidance or subject matter expertise from their functional leadership.

Maintain a positive working relationship with coworkers and clients by providing a compassionate presence and offering frequent meetings and other opportunities for good communication. Problems may still arise. In the event of a refusal to abide by shelter rules or appropriate requests by shelter staff, or in the face of a possible problem or conflict between clients and staff, follow the guidelines below, and contact your supervisor for assistance.

| | |
|---|---|
| Resolve Conflicts | • Always strive to remain calm and objective;<br>• Avoid taking sides;<br>• Use diplomacy, and avoid threatening statements;<br>• Offer assistance only when individuals appear unable to resolve difficulties on their own, or upon request;<br>• Ensure that all involved parties want assistance;<br>• Request help from Disaster Mental Health staff as necessary. |

| | |
|---|---|
| Problem Solving | • Identify the problem.<br>• Explore possible causes.<br>• Generate options.<br>• Select possible solutions.<br>• Develop follow-through plans. |

## Issue Resolution

Follow the resolution, escalation, and reporting steps in the table below for issues that may arise in a shelter.

| Issue | Resolution |
|---|---|
| Clients with Animals | The Red Cross always allows service animals in shelters. When resources allow, assistance animals may be allowed in the shelter, as well. When responding to clients arriving at the shelter with other animals:<br><br>• Understand definitions - refer to the Sheltering Standards and Procedures for important definitions.<br>• Ensure acceptance of service animals into the shelter.<br>• If another client has allergies to service animals within the shelter, coordinate with Disaster Health Services to determine the best housing solution for the individual with allergies.<br>    ○ If possible, relocate the allergic client to another area in the shelter.<br>    ○ If the allergy is too severe to remain in the same shelter, relocate the client with allergies to an alternative shelter option.<br>• Ensure signage welcoming service animals is posted at the facility entrances. Signage should be prominently placed outside the facility entrance and inside the reception and registration areas.<br>• If a client does not control and clean up after their animal, remind them that it is their responsibility to do so. If they continue to not control or clean up after the animal, ask that they remove the animal from the shelter until it can be controlled and cleaned up after. |
| Concealed Weapons | Refer to the *Weapons* section below. |
| Disclosing Client Information | All workers must follow the Red Cross Protecting Personal Information Policy and uphold the Red Cross commitment to safeguarding the privacy of personal information about our clients. All client records are stored in a secure area at the shelter, accessible only by Red Cross workers who need access in order to provide services.<br><br> The shelter workforce may disclose personal information about clients with the client's expressed permission. For example, with the client's consent, the Red Cross may share a client's information with another disaster assistance organization to facilitate a client's well being and recovery. A client can give consent by signing and initialing the confidentiality statement of the Shelter Dormitory Registration Form. A client may also |

consent verbally when a situation arises in which sharing information would help the client.

Without client consent, the shelter workforce may disclose client information only in exceptional circumstances. Examples of exceptional circumstances that may warrant the disclosure of client information include the following:

- In the case of suspected abuse or neglect (information may be provided to an agency authorized by law to receive reports of abuse or neglect);
- To assist law enforcement with lifesaving search-and-rescue efforts;
- At the discretion of the Red Cross or at the request of law enforcement, if the disclosure is necessary to prevent imminent harm to the health or safety of the client, another person, or the community;
- When the Red Cross has received a valid subpoena, court order, or warrant;
- When a public health authority requests information for the purpose of controlling disease, injury, or disability;
- To assist local law enforcement officials investigating a crime that occurred within the shelter or on Red Cross premises.

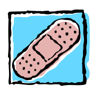
Escalate all requests for client information to the shelter manager for resolution.

The shelter manager follows these steps to resolve requests for client information:

1) If a *client* is seeking information about another individual for reunification purposes, assist them in searching the Safe and Well website.
   a) Follow steps under *Reunification* in the *Core Services* section to provide additional assistance.
   b) If the person being sought is known to be in the shelter, discreetly notify the person being sought. Do not give the person seeking information any indication that the person they are seeking may be in the shelter.

2) If an *authority* is seeking information about a client for reunification purposes, disclose the minimal client data necessary to address the goal of reunification. There are times when sharing basic client information with local law enforcement, emergency management, or other disaster relief organizations is essential to help clients reunite with their loved ones. This section includes Red Cross procedures for managing reunification requests from authorities.
   a) Notify Reunification lead of the request
      - Reunification lead will notify the Mass Care chief, External Relations assistant director, and national headquarters Reunification liaison.
   b) If the request is for a list of individuals registered in the Safe and Well System in order to find matches on missing persons lists:
      1. Request a Safe and Well data Excel report from safe@redcross.org according to the reunification request (e.g. registrants from a specific city, county, zip, etc.). Request only the data fields needed, such as:

| | |
|---|---|
| | • First Name<br>• Last Name<br>• Address<br>• Phone number<br>• Message<br>2. Work with the requester to help eliminate names from their missing persons list. If possible, ask for their list to help pare down.<br>c) If the request is for a list of individuals in the shelter who may be on a missing persons list:<br>1. Do *not* hand over Shelter Dormitory Registration forms as they contain confidential client information that is not relevant to the reunification request.<br>2. Ask for their list and work with the requester to help eliminate names from their missing persons list using information from Shelter Dormitory Registration forms and Shelter Sign-in sheets.<br>3. If a missing person's list does not exist and the requester would like a list of individuals registered or signed in to the shelter dormitory, create a list (on paper or excel) to include the following pieces of information:<br>• First Name<br>• Last Name<br>• Pre-disaster Address (ONLY applicable to Shelter Dormitory Registrants)<br>• Phone number (ONLY applicable to Shelter Dormitory Registrants)<br>d) Notify Reunification lead that the request has been completed<br>• Reunification lead will notify the Mass Care chief, External Relations assistant director, and national headquarters Reunification lead.<br><br>3) If someone is seeking information about clients for purposes unrelated to reunification, and there is no client consent, then escalate the request to the Sheltering lead. This includes requests by emergency management agencies, law enforcement, and other authorities.<br>a) Require that requests for client information be made in writing and that they include an explanation for the need for such information.<br>• The only exception is in the event of an imminent health or safety threat to another client, another person, or the community.<br>b) Forward the request to the Sheltering lead.<br>• If you are directed to disclose client information by the Sheltering lead, only release information that is necessary. In most cases, the information shared can be limited to the client's name, home address, and status in the shelter.<br>c) Create a written record of the disclosure, following instructions in the Job Tool: Client Disclosure Tracking Log.<br>d) Store the Job Tool: Client Disclosure Tracking Log with the shelter manager's confidential Job Tool: Shelter Log in a secure location, and forward it to the Sheltering lead.<br>NOTE: It is not necessary to document disclosures of a client's |

| | |
|---|---|
| | information to the client or pursuant to the client's authorization.<br>4) Respond to a <u>subpoena</u><br>If a shelter receives a subpoena or court orders seeking information about a client:<br>a) Accept the subpoena or court order.<br>b) Indicate that the appropriate Red Cross officials will be notified and will respond in a timely manner. (Be sure to check the subpoena's time requirement.)<br>c) Immediately notify the Sheltering lead. He or she will coordinate with the operation director to arrange response to the subpoena.<br>d) Keep information about subpoenas or court orders confidential. Do not discuss them with shelter staff, clients, or the media. |
| Erratic Behavior |  If you observe a client behaving erratically or creating a problem in the shelter and appears to be under the influence of drugs or alcohol, immediately consult the shelter manager and Disaster Health Services or Disaster Mental Health Services supervisor.<br><br>  Work with Disaster Health Services and Disaster Mental Health Services to determine the cause of the erratic behavior.<br>Determine if<br>(a) The client can remain in the shelter under monitoring,<br>(b) The client needs to be isolated from the general population, or<br>(c) The client needs to be provided an alternate shelter solution. |

| | |
|---|---|
| Gender Identity and Individuals Who Are Transgender |  Respect an individual's stated or presented gender identity.<br><br>The term ***transgender*** refers to people who have a gender identity or sense of self that is different from their physical sex as assigned at birth. People who are transgender often, but not always, transition or alter their appearance to match their gender identity. Living in one's gender identity may include a range of changes to characteristics, such as: hormones, clothing, mannerisms, pronouns, and/or surgically aligning their body to their gender identity. Be mindful that genders are not limited to two, man or woman; identities include people who are gender queer or gender fluid. Accept the gender that is presented to you by the client. It is also important to know that being transgender is not related to a person's sexual orientation.<br><br>**<u>Respect Confidentiality</u>**<br><br>Sharing personal information regarding an individual's sexual orientation or gender identity with others is unnecessary and can be harmful. We greatly reduce the risk of discrimination and violence against LGBTQ+ individuals by keeping such status and information confidential, on a "need to know" basis.<br><br>**<u>Restroom and Shower Access</u>**<br>A perfect scenario is that single-use, gender-neutral restrooms and shower facilities exist in a facility. When surveying or inspecting any facility being used by the American Red Cross, determine if at least one single-person, gender-neutral restroom and shower exists. If so, designate these locations as "Gender Neutral" areas.<br><br>On an operational basis, Red Cross workers do not determine nor prescribe what facilities a person should be using, nor are we in the practice of monitoring facilities. However, questions may arise about the use of restroom or shower facilities by someone who is transgender. To remain consistent with the Red Cross non-discrimination policy, individuals who are transgender should have access to housing, restrooms, and shower facilities that are consistent with their self-identified gender or **those that feel safest for them.** Some individuals who are transgender may not have matching or updated identification that reflects their gender identity.<br><br>**<u>Medication Considerations</u>**<br>It is important to note that the Department of Health and Human Services has deemed that hormone therapy, a common medication, is deemed a necessary medication. Therefore, if a client states that they have lost their transition-related medications in the disaster, it should be considered a medical necessity by Disaster Health Services. |

<table>
<tr>
<td>Human Trafficking</td>
<td>
Recognizing key indicators of human trafficking is the first step in identifying victims. Below are some common indicators to help recognize human trafficking adapted from FEMA's Blue Campaign:<br>
<ul>
<li>Is the person fearful, timid, or submissive?</li>
<li>Does the person show signs of having been denied food, water, sleep, or medical care?</li>
<li>Is the person often in the company of someone to whom he or she defers? Or someone who seems to be in control of the situation, e.g., where they go or who they talk to?</li>
<li>Does the person appear to be coached on what to say?</li>
<li>Does the person have freedom of movement? Can the person freely leave the service delivery site?</li>
</ul>
Not all indicators listed above are present in every human trafficking situation, and the presence or absence of any of the indicators is not necessarily proof of human trafficking.<br><br>
Red Cross workers should not confront a suspected trafficker directly or alert a victim to any suspicions. It is the role of law enforcement to investigate suspected cases of human trafficking. If you suspect human trafficking, follow these steps:<br><br>
 Notify the shelter manager.<br><br>
 Work with a Disaster Mental Health and/or Disaster Health Services worker (if available) to determine the validity of concern.<br>
If concern is valid, call one of the following numbers according to the situation:
<ul>
<li>National Trafficking Resource Center: 1-888-373-7888
<ul>
<li>Non-law enforcement or immigration authority</li>
<li>Operated by a non-governmental organization</li>
<li>Caller speaks to a call taker and is not necessarily reporting an actual tip</li>
</ul></li>
<li>ICE Tip Line: 866-DHS-2-ICE (866-347-2423)
<ul>
<li>Law enforcement referral line used to report a human trafficking concern</li>
</ul></li>
</ul>
Inform Sheltering lead that there was a suspicion of human trafficking and what actions were taken.<br><br>
The Sheltering lead will inform the Mass Care chief and External Relations assistant director.
</td>
</tr>
</table>

| | |
|---|---|
| Individuals Required to Register with a Government Agency | The reasons individuals must register with government agencies vary from jurisdiction to jurisdiction. If a client indicates that they must register with a government agency, discreetly bring the shelter manager into the conversation.<br><br>Follow the guidelines below, depending on why the individual is required to register:<br>• If an individual indicates that he or she must register with a government agency for health reasons, refer the person to Disaster Health Services staff in the shelter.<br>• If the individual states that he or she is required to register with any state or local agency as a sex offender, continue with the steps in the *Registered Sex Offenders* section below.<br>• If the individual states any other reason for registration, address the situation on a case-by-case basis. |
| Media in the Shelter | ***Media Access to the Shelter***<br><br>Media are allowed supervised access to shelters, and all media outreach should be coordinated by External Relations. At the same time, the first priority is to Red Cross clients and the protection of their privacy.<br><br>The media can help by telling people where the Red Cross is located, what services are available, where volunteers are needed, and how the public can make financial contributions. The guidelines in this section will help encourage positive media relations without sacrificing client privacy.<br><br>Whenever media representatives arrive at the shelter, contact the Sheltering lead, who will coordinate with External Relations.<br><br>***Coordinate Media Access to Clients***<br><br>• Announce the media's presence in all client areas.<br>• Give clients who do not wish to be interviewed or photographed a private area in which to wait until the news media leaves the facility.<br>• Assist any clients who need help to move to the private area.<br>• Work with clients to identify individuals interested in speaking to the media regarding their personal disaster experiences and their positive Red Cross experiences. If possible, shelter staff and public affairs staff should identify such people before the media arrive at the facility to expedite the process.<br><br>***Coordinate Media Photos or Video***<br><br>Media crews may ask to take pictures inside the shelter. Because the first obligation is to the privacy of clients, workers are very careful in responding to such requests. However, it is usually possible to assist with the story. Explain Red Cross media policy to the crew and offer possible alternatives, such as the following:<br>• Ask one or two clients if they might be willing to talk to the media. If so, select an area for the interview that will not impose on the privacy of other clients. |

- If the shelter only has a few residents, select a small area of the shelter and announce to all shelter residents that the media is going to be conducting a short interview in that area. Ask anyone who does not want to be filmed or photographed to step away for just a few moments. Provide assistance to anyone who needs help to leave the area.
- Set up the media area in the facility away from the sleeping area.
- Any client being interviewed or photographed by a Red Cross worker completes a Public Affairs – Client Information Release Form. Store completed forms with confidential files in a secure location, and forward them to disaster public affairs at shelter closing.

### *Coordinate Media Interviews*

Do not actively seek out the media for interviews. However, anyone from the Red Cross may be perceived as a Red Cross spokesperson, so media representatives may seek information from anyone wearing Red Cross identification. For that reason, all workers should be familiar with Red Cross policies and guidelines for working with the media

When talking to the media:

- If a media representative approaches you and has not been announced to the shelter manager or public affairs representative, collect the following information and give it to the shelter manager or External Relations representative:
  - The reporter's name
  - The media organization they represent
  - Their contact information
  - Their request for information
  - Their deadline
- Respond to questions in a positive fashion, commenting only on the activities related to the shelter and available services. If you are asked a question that goes beyond the scope of your knowledge, refer the question to your supervisor.
- Speak only to the facts that you know. Refer questions about the overall operation to External Relations at operation headquarters 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 may be used out of context.
- When asked about a specific disaster victim, explain the Red Cross policy about protecting client privacy and personal information.

### *Coordinate External Relations, Public Affairs Human Interest Stories*

Occasionally, public affairs may ask the shelter manager to identify individuals and families as subjects of potential human-interest stories. Workers can be helpful in identifying people who might be willing to tell their stories. In general, public affairs will be seeking individuals and families who:

| | |
|---|---|
| | • Are willing to talk about their experience;<br>• Will not be embarrassed or harmed by the publicity;<br>• Are expressive about the assistance that they have received from the Red Cross;<br>• Have an uplifting story, such as a family helping others despite their own losses. |
| Missing Children | If an individual arrives seeking a missing child:<br>1) Encourage the seeker to contact local law enforcement to report the case, and provide law enforcement with the following information on the missing child:<br>• Name<br>• Date of birth<br>• Height<br>• Weight<br>• Descriptions of any other unique identifiers, such as eyeglasses or braces.<br>• When the child was last seen and what clothing he/she was wearing.<br>2) Encourage the seeker to request that law enforcement immediately enters the child's name and identifying information into the FBI's National Crime Information Center Missing Person File.<br>3) Encourage the seeker to contact the National Center for Missing and Exploited Children (NCMEC) to report the missing child.<br>• NCMEC Call Center: 1-800-THE-LOST<br>4) If the seeker is calling from home, advise that they search through:<br>• Closets<br>• Piles of laundry<br>• In and under beds<br>• Inside large appliances<br>• Vehicles – including trunks<br>• Anywhere else that a child may crawl or hide<br>5) Inform the Reunification lead that an individual is searching for a missing child. |

| | |
|---|---|
| Pandemic Outbreak | Red Cross may open shelters because of fires, floods, or other disasters in communities experiencing pandemic outbreaks. When this occurs, it is important to take extra caution in staffing and conducting the operation to limit the spread of disease.<br><br> The shelter manager works closely with Red Cross Disaster Health Services and public health officials to make sure that the shelter operates according to public health guidance.<br><br> During pandemic conditions, Disaster Health Services leadership at national headquarters release the latest public health and Red Cross guidance to Disaster Health Services staff and other workers.<br><br> Follow these steps to make sure the shelter operates according to the most accurate and up-to-date guidelines:<br>1) Before opening the shelter, meet with Sheltering lead, Disaster Health Services, and public health leaders in the community to confirm the latest guidance for sheltering under pandemic conditions.<br><br>2) Before opening the shelter, coordinate with the Sheltering lead to ensure the availability of Disaster Health Services workers to support the shelter operation.<br><br>3) Coordinate with Disaster Health Services to:<br>• Verify available stock of sanitation and safety supplies in sufficient quantities for the duration of the shelter operation.<br>• Educate shelter staff about measures that will be in place to prevent the spread of disease.<br>• Upon their arrival at the shelter, educate all clients about disease prevention measures.<br>• Upon closing the shelter, follow public health guidance on sanitation of shelter materials and areas to prevent the spread of infection.<br><br>4) Follow all public health and Red Cross guidance related to pandemic conditions.<br><br>5) Stay current with the latest guidance related to precautions and protocols appropriate for shelter operations in pandemic conditions. |
| Physical Altercations, Fighting, or Violence |   Safety is the first priority when dealing with physical altercations at the shelter. In the event of any physical altercation, contact, fighting, or violence:<br><br>• Call the onsite security, if available, or 9-1-1 immediately;<br>• If possible, issue verbal warnings to safely stop the incident immediately;<br>• Do not attempt any physical contact;<br>• Immediately inform the Sheltering lead of any incident where physical contact is made if the life, safety, or security of a worker or client is at risk. |

| | |
|---|---|
| Pre-Disaster Homeless | Clients who were homeless before the disaster are treated the same as other clients in terms of their disaster-related needs, but require special assistance to find placement when the shelter closes. Follow the steps below when working with pre-disaster homeless individuals:<br>Respond to requests for services:<br>• Accept the client into the shelter and provide them with the same services as any other client;<br>• When registering for dormitory services, complete the Shelter Dormitory Registration Form with as much information as possible.<br>Facilitate post-shelter placement:<br>• Notify the Sheltering lead to facilitate a placement for clients who were homeless before the disaster and referrals for long-term services in their community. |
| Registered Sex Offenders | Several interests are balanced when registered sex offenders arrive at a shelter—the Red Cross nondiscriminatory humanitarian mission, the need to safeguard the public in shelters, and the unique legal status of sex offenders.<br><br>Workers inform the shelter manager of all clients who answer "yes" to the Shelter Dormitory Registration Form statement, "Someone in the household is required by law to register with any state or local government agency."<br><br>Notify the Sheltering lead and follow the steps below when responding to registered sex offenders who arrive at the shelter:<br><br>1) Communicate with the registered sex offender arriving at the shelter.<br>a) Have a conversation with the incoming client about why he or she is required to register.<br>• Handle the conversation and all interactions with the individual confidentially.<br>• Make every effort to preserve the dignity of the individual and to safeguard the shelter population.<br>• Inform only those workers who need to know in order to do their job effectively.<br>b) Record the individual's full name and current address in the shelter manager's confidential Shelter Log.<br>c) Advise the client that Red Cross policy requires notification of local law enforcement in such situations.<br>d) If the individual chooses to remain at the shelter, immediately inform shelter security personnel (if present), local law enforcement, and the Sheltering lead.<br>1. Request that law enforcement respond to the request as quickly as possible to provide guidance on local laws regarding sheltering sex offenders.<br>2. Ask the individual to confine their activities to a specific area at the shelter that is separate from the remaining shelter population until law enforcement arrives at the shelter. |

| | |
|---|---|
| | e) If the law permits the registered sex offender to remain in the shelter, arrange for the individual to stay in an area separate from the other clients, and request guidance from law enforcement on how to ensure safety at the shelter.<br>f) Document all incidents related to registered sex offenders and all interactions with law enforcement in the shelter manager's confidential Shelter Log. |
| Separated Children | If a child arrives with a family member, but is separated from parents:<br><br><br>1) Meet critical medical/mental health needs.<br>a) When a separated child arrives at a shelter with a critical medical/mental health need, call 9-1-1.<br>b) If time allows, continue through steps 2-10 while waiting for emergency services to arrive.<br>NOTE: Responsibility for the minor transfers to emergency services once the child is transported to another facility. Provide emergency services with any information captured on the report form.<br>c) If minor has no critical needs, continue to step 2.<br><br><br>2) Complete the Unaccompanied Minor and Separated Child Report Form to record information regarding the child. If the form is unavailable or if the shelter is receiving a high volume of unaccompanied minors/Separated Children, record the following required pieces of information on the form or in another format (complete the remaining data fields when appropriate):<br>• Child's name (Last, First, Nickname)<br>• Child's Date of birth (or approx. age)<br>• Child's gender<br>• Location where child was found or separated from parent/guardian<br>• Date/time child was found or separated from parent/guardian:<br>• Child's clothing<br>• Child's hair color<br>3) Contact local law enforcement to inform them of the situation, ask for information on local procedures for separated children and obtain contact information of an officer to ensure case follow-up.<br>4) Contact the National Center for Missing and Exploited Children (NCMEC) to inform them of the separated child.<br>• NCMEC Call Center - 1-800-THE-LOST<br>5) Provide mass care services to the separated child<br>6) Inform the Reunification lead that a separated child is at the shelter<br>7) Protect the privacy and personal information of the separated child. Photographs or interviews of separated children should only be taken by/for:<br>• Representatives of local or state law enforcement<br>• Child welfare agencies within the jurisdiction<br>• NCMEC<br>8) Determine reunification plan with law enforcement (or applicable social service agency):<br>9) Work with law enforcement and NCMEC to determine a reunification plan. |

| | |
|---|---|
| | 10) Consult with law enforcement on what role (if any) they would like the Red Cross to play with case resolution support. For example, a Red Cross worker could assist with the following activities:<br>• Search Safe and Well for the presumed parent/guardian<br>• Work with Sheltering lead to search shelter registrations for presumed parent/guardian<br>NOTE: A Red Cross worker cannot assume that information provided by the minor or the seeker regarding the parent/guardian reflects accurate custodial information.<br>11) Once a reunification plan has been determined with law enforcement, reunite the child with a parent/guardian <u>with the approval and physical presence of law enforcement</u><br>NOTE: Follow reunification procedures in accordance with local or state law, if different than described above.<br>12) Complete Unaccompanied Minor and Separated Child Report Form.<br>• One copy should be sent to the Reunification liaison at national headquarters, and one copy should be sent to the applicable Division Disaster Executive.<br><br>ADDITIONAL NOTES:<br>• If a presumed parent or guardian arrives at the shelter to claim their child, but the reunification has not yet been approved by law enforcement, that presumed parent may have supervised access to the child while waiting for law enforcement approval.<br>• If a presumed parent or guardian arrives at the shelter and removes the child from the shelter without law enforcement approval, immediately notify law enforcement. |
| Suspicious Activity |  If you become aware of suspicious activity, either inside or outside the shelter facility, notify onsite security personnel, if available, or to the shelter manager.<br><br> If onsite security personnel are not available, report suspicious activity to local law enforcement and the Sheltering lead. Do not attempt to investigate suspicious activity on your own. |
| Unaccompanied Minors | If an un-emancipated child younger than 18 years old who has been separated from both parents, legal guardians, other relatives, schools, and child care providers and are not being cared for by an adult who, by law or custom, is responsible for doing so, arrives at a shelter:<br><br> 1) Meet critical medical/mental health needs.<br>a) When an unaccompanied minor arrives at a shelter with a critical medical/mental health need, call 9-1-1.<br>b) If time allows, continue through steps 2-10 while waiting for emergency services to arrive.<br>NOTE: Responsibility for the minor transfers to emergency services once the child is transported to another facility. Provide emergency services with any information captured on the report form.<br>c) If minor has no critical needs, continue to step 2. |

2) Assign two background-checked workers to be responsible for supervising the unaccompanied minor.
NOTE:
- Consider that those workers assigned to supervise the minor could be different from the worker that is engaging with law enforcement. Sensitive information regarding the minor's case, which might be deemed inappropriate for a minor, might be discussed during discussions with law enforcement.
- Ensure that the shelter will continue to have adequate staff, knowing that two shelter workers will be responsible for supervising a minor.

3) Complete the Unaccompanied Minor and Separated Child Report Form to record information regarding the minor. If the form is unavailable or if the shelter is receiving a high volume of unaccompanied minors/Separated Children, record the following required pieces of information on the form or in another format (complete the remaining data fields when appropriate):
- Minor's name (last, first, nickname)
- Minor's date of birth (or approx age)
- Minor's gender
- Location where minor was found or separated from parent/guardian
- Date/time minor was found or separated from parent/guardian:
- Minor's clothing
- Minor's hair color

4) Contact local law enforcement to inform them of the situation. Ask for information on local procedures for unaccompanied minors, and obtain the contact information of an officer to ensure case follow-up.

5) Register the child on the National Center for Missing and Exploited Children (NCMEC) and Unaccompanied Minors Registry (UMR).
- The UMR allows the public to report information related to children who have been separated from their parents or legal guardians as a result of a disaster. This tool will enable NCMEC to provide assistance to local law enforcement and assist in the reunification of displaced children with their parents or legal guardians.
- Any Red Cross worker or member of the public may register an unaccompanied minor.
- Registry may occur through one of the following methods:
  - Cell phone, tablet, or computer: http://umr.missingkids.org
  - If encountering trouble on cell phone, tablet, or laptop, please call NCMEC call center: 1-800-THE-LOST

6) The Red Cross workers responsible for supervising the child should ensure that the minor receives mass care services (Disaster Health Services, Disaster Mental Health Services, Feeding, etc.).

7) Inform the Reunification lead that an unaccompanied minor is at the shelter.

8) Protect the privacy and personal information of the unaccompanied minor. Photographs or interviews of unaccompanied minors should only be taken by/for:
- Representatives of local or state law enforcement

| | |
|---|---|
| | • Child welfare agencies within the jurisdiction<br>• NCMEC<br>9) Determine transfer/reunification plan with law enforcement (or applicable child welfare agency):<br>a) Work with law enforcement and NCMEC to determine a transfer/reunification plan.<br>b) Consult with law enforcement on what role (if any) they would like the Red Cross to play with case resolution support. For example, a Red Cross worker could assist with the following activities:<br>• Search Safe and Well for the presumed parent/guardian<br>• Search shelter registrations for presumed parent/guardian<br>NOTE: A Red Cross worker cannot assume that information provided by the minor or the seeker regarding the parent/guardian reflects accurate custodial information.<br>10) Once a transfer/reunification plan has been determined with law enforcement, execute the following:<br>a) Reunite the minor with a parent/guardian. Execute with the approval and physical presence of law enforcement.<br>- or -<br>b) Transfer the minor to the applicable child welfare agency. Execute with the approval of law enforcement.<br>NOTE: Follow transfer/reunification procedures in accordance with local or state law, if different than described above.<br><br>11) Complete Unaccompanied Minor and Separated Child Report Form.<br>• One copy should be sent to the Reunification liaison at national headquarters and one copy should be sent to the applicable Division Disaster Executive.<br><br>ADDITIONAL NOTES:<br>• If a presumed parent or guardian arrives at the shelter to claim their child, but the reunification has not yet been approved by law enforcement, that presumed parent may have supervised access to the child while waiting for law enforcement approval.<br>• If a presumed parent or guardian arrives at the shelter and removes the child from the shelter without law enforcement approval, immediately notify law enforcement.<br>• If a licensed day care facility (including boarding school or university) evacuates to a shelter, the minor under their care would not be considered an unaccompanied minor, as they are with a licensed childcare provider. The day care provider should have contact information for the minor's guardian. The Red Cross can offer communication facilitation and additional assistance, if needed.<br>• If a minor arrives at the shelter with an unlicensed day care provider (such as a neighbor or family friend), the minor may be considered an unaccompanied minor. This decision is made on a case-by-case basis. If the unlicensed day care provider has no plan in place to reunify the minor with the parent or guardian, the minor should be considered an unaccompanied minor. |

| | |
|---|---|
| Verbal Harassment, Verbal Altercations, Verbal Abuse | Monitor potential conflicts. In the event of verbal harassment, altercations, abuse, or other verbal disturbances, follow these steps.<br><br>1. Warn the involved individuals that verbal harassment, altercations, and abuse are not permitted at the shelter. (Notify onsite security, if present.)<br><br>2. Inform the involved individuals that if the disturbance continues or occurs again, the next step will be to have law enforcement address the situation, which may result in the removal of the involved individuals from the facility and the property.<br><br>3. Document actions in the Shelter Log.<br><br>4. If it is not possible to stop an altercation safely, or if the disturbance does not stop after a verbal warning, call 9-1-1 or the local phone number for immediate law enforcement intervention. |
| Weapons | Weapons are not allowed in Red Cross shelters, even in states where open or concealed weapons are acceptable.<br><br>Comply with individual state laws relating to concealed weapons. In some jurisdictions, local laws impose additional requirements regarding signage when prohibiting concealed weapons in a facility. For example, Texas state law requires that facilities post signs with exact wording citing penal and government codes in order to enforce a no-weapon policy. |

# Sheltering Forms

| Name | Description | Required or Optional | Disposition at Closing |
|---|---|---|---|
| Daily Shelter Report (03/16) | A form used to report daily statistics about the shelter activity, such as shelter population, statistics for the Disaster Operations Control Form 5266, and unusual situations. | Required | Destroy |
| Disaster Requisition Form 6409 (2010) | An online fillable inventory request form used to request supplies and equipment. | Required | Logistics |

| Name | Description | Required or Optional | Disposition at Closing |
| --- | --- | --- | --- |
| DRO Staff Action Report Form (4/06) | A report form used to document verbal and written warnings regarding staff performance issues. Step-by-step instructions for using and completing the DRO Staff Action form are included. | Required as Needed | Staff Services |
| DRO Work Performance Evaluation | The evaluation form used to document the performance of operation workers. Step-by-step instructions for completing the DRO Work Performance Evaluation are included. | Required | Staff Services |
| Emergency Welfare Inquiry Form (09/10) | A paper-based or electronic-fillable form used for inquiries involving someone who has a pre-existing health or mental health condition, a condition that could impact their ability during a disaster, or when two or more members of an immediate family or household have become separated. Information on this form should be treated as confidential. | Required as Needed | Destroy |
| Facility/Shelter Opening and Closing Inspection 2011 (03/12) | A checklist to document observations on safety and liability during the walkthrough inspection with the facility representative. The checklist is completed before occupying the facility as a shelter. The same form is completed and signed for the closing of a shelter facility. | Required | Logistics |
| Facility Use Agreement (12/07) | A contractual agreement between the Red Cross and a facility owner so the Red Cross can use the facility. Both the Red Cross and the facility owner sign this document. | Required | Sheltering Lead to Region |
| Information Release (Media) Form 5244 (06/06) | A release form used by communications to gain unlimited permission for media distribution. A Spanish version of this release form is included. | Required as Needed | Disaster Public Affairs |

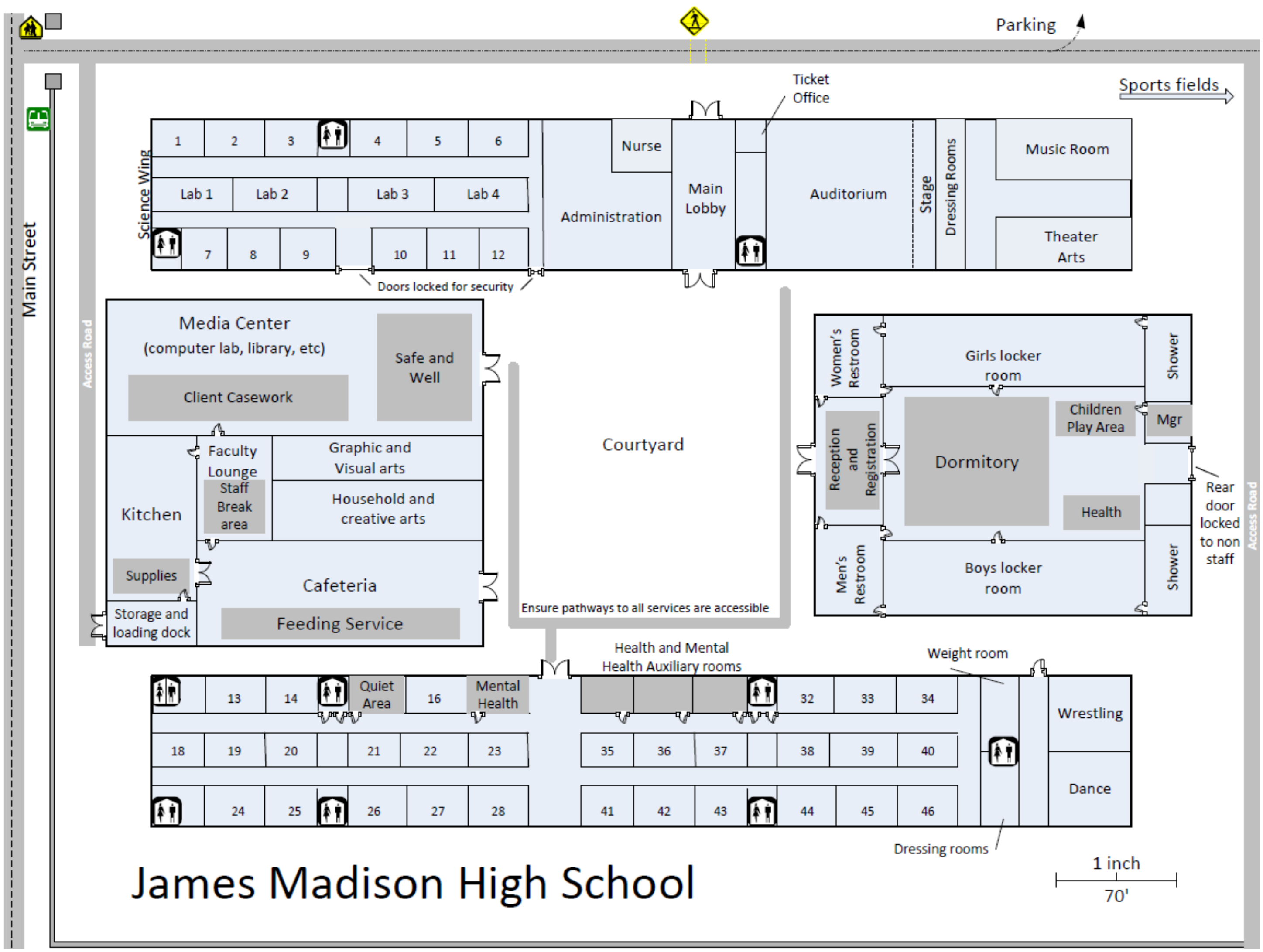
| Name | Description | Required or Optional | Disposition at Closing |
|---|---|---|---|
| Mass Care Procurement Card Authority (03/11) | An online-fillable form used by workers to request a Mass Care Procurement Card. Procurement cards are used for purchasing mass care supplies on nationally-accounted operations before the DRO logistics system is established. | Required as Needed | Logistics |
| Mass Care Procurement Card Request for Additional Funds | An online fillable form used to request additional funds on a worker's procurement card. Instructions on how to complete the form are provided. | Required as Needed | Logistics |
| Resource Record Form 6455 (10/11) | An online-fillable form used to record approved donations accepted at the shelter. Mark the shelter manager logbook, indicating a Resource Record was completed, and submit the form to the in-kind donations activity. | Required as Needed | In-kind Donations |
| Safe and Well Registration form (01/11) | A registration form used by people in disaster-affected areas to let loved ones know they are safe and well. The information on this form should be treated as confidential. Use this form when there is no Internet connectivity available. The data found on each form is entered into the Safe and Well website by a Red Cross worker. | Required as Needed | Destroy |
| Shelter Client Disclosure Tracking Log (03/16) | A form used to document the release of shelter client information. | Required as Needed | Sheltering Lead to chapter |
| Shelter Client Sign-in Form (03/16) | Sign-in sheet for clients. | Required | Destroy |
| Shelter Client Welcome Handout (03/16) | Handout that welcomes clients and describes expectations in the shelter. | Required | N/A |
| Shelter Facility Survey (8/11) | A form used to assess the suitability of a facility for sheltering and to record information about the facility. | Required | Sheltering Lead to Region |

| Name | Description | Required or Optional | Disposition at Closing |
|---|---|---|---|
| Shelter Inventory Form (03/16) | A form used to track material resources during the opening, operating, and closing phases of a shelter. | Required | Opening and Closing Inventory: Logistics<br>Operating Inventory: destroy |
| Shelter Log (03/16) | An ongoing report provided by shelter staff about shelter operations, recording daily activities and incidents. | Required | Sheltering Lead to Region |
| Shelter Closure Plan Template (5/16) | Optional form used to plan the coordinated tasks required to close a shelter during an ongoing operation. | Optional | Destroy |
| Shelter Dormitory Registration Form (03/16) | Form used to register residents staying in the dormitory at the shelter. | Required | Sheltering Lead to Region |
| Shelter Opening Plan Template (5/16) | Optional form used to plan the coordinated tasks required to open a shelter during an ongoing operation. | Optional | Destroy |
| Shelter Relocation Plan Template (5/16) | Optional form used to plan the coordinated tasks required to relocate a shelter during an ongoing operation. | Optional | Destroy |
| Shelter Shift Inspection | A form used to conduct inspections on each shift. | Required | Discuss with Sheltering lead |
| Shelter Staff Sign-In (03/16) | A daily form to track shelter workers, including contact information, hours worked, lodging, and transportation plans. | Required | Sheltering Lead to Sheltering Manager at NHQ |
| Shelter Staffing Calendar (03/16) | Optional tool for organizing shelter worker assignments. | Optional | Destroy |

| Name | Description | Required or Optional | Disposition at Closing |
|---|---|---|---|
| Staff Request (06/09) | A form used to request additional staff needed at the shelter. Step-by-step instructions for completing the Staff Request form are included. | Required as Needed | Destroy |
| Shelter Visitor Sign-in (03/16) | Sign-in log for all visitors, including media. | Required | Shred |
| Unaccompanied Minor and Separated Child Report Form (03/16) | A report form used to document information regarding an unaccompanied minor or separated child, interactions with law enforcement and the National Center for Missing and Exploited Children (NCMEC), and details regarding the reunification or transfer of a child. | Required as Needed | Reunification Lead |

# Samples

## Sample Shelter Layout



# Sample Shelter Table of Organization System

<u>Materials needed</u>
Sticky notes – 4 colors
Permanent marker
Newsprint – several pages

<u>Create sticky notes for:</u>
Shelter manager (purple)
Shift supervisors (pink)
Workers (yellow)
External support (green) – Sheltering lead, NSS FROST, or assigned individual, logistics, etc.

Fill in days off and out-processing (last day) date in small #'s in lower corners. Because they are sticky notes, they can be moved around as needed. The permanent marker makes the notes easier to read from a distance.

Put the sticky notes on newsprint for each shift outlined by position and shift. This visual schedule will allow workers to know their role when they arrive and assist the shelter manager with scheduling and days off. If newsprint is not available, use a smooth wall or inside window, but take care that only staff has access to this private information.

<u>WORKER</u>
*FIRST NAME*
*LAST NAME*
*PHONE*

Day Off / Last Day

<u>SH MANAGER</u>
*FIRST NAME*
*LAST NAME*
*PHONE*

Day Off / Last Day

<u>SHIFT SV</u>
*FIRST NAME*
*LAST NAME*
*PHONE*

Day Off / Last Day

<u>SH/MN (HQ)</u>
*FIRST NAME*
*LAST NAME*
*PHONE*

Day Off / Last Day

**Sticky Note System for Shelter Scheduling (continued)**

| | 1st Shift | 2nd Shift | 3rd Shift | Misc |
|---|---|---|---|---|
| **SHIFT SUPERVISOR(S)** | SV | SV | SV | Workers with day off<br><br>Unused sticky notes |
| **REGISTRATION** | Lead<br>Workers | Lead<br>Workers | Lead<br>Workers | |
| **DORMITORY** | Lead<br>Workers | Lead<br>Workers | Lead<br>Workers | |
| **FEEDING/ CANTEEN** | Lead<br>Workers | Lead<br>Workers | Lead<br>Workers | |
| **INFORMATION** | Lead<br>Workers | Lead<br>Workers | Lead<br>Workers | |
| **DISASTER HEALTH SERVICES** | Lead<br>Workers | Lead<br>Workers | Lead<br>Workers | |
| **DISASTER MENTAL HEALTH** | Lead<br>Workers | Lead<br>Workers | Lead<br>Workers | |
| **OTHER ACTIVITIES IN THE SHELTER** | | | | |

Sample Client Location Chart