

**Job Action Sheets
Roles and Responsibilities**

**Annex to
HSD Emergency Shelter Management
and Operations Plan**

v.8
6/2019

**County of Santa Cruz
Human Services Department**

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Acknowledgements

Material contained in these Job Action Sheets have been adapted from the Western Massachusetts Regional Shelter Plan Documents. The WRHSAC serves as a statewide fiduciary to the four Regional Homeland Security Councils of the Commonwealth. They focus on seven major areas, two that are applicable here include:

- Improve Interoperability and Information Sharing
- Mass Care and Sheltering

In writing their extensive planning and guidance resources they collaborated with the following agencies:

- Law Enforcement
- Fire Services
- Public Health
- Emergency Management
- Public Safety Communications
- Emergency Medical Services
- Regional Transit
- Public Works
- Hospitals
- Correctional Services
- Local Government

For more information view the link below:

<http://wrhsac.org/wp-content/uploads/2014/10/Regional-Shelter-Job-Action-Sheet-Final-oct-2014.pdf>

A video related to their background and mission can be viewed at this link:

<https://youtu.be/x1CvBmUu9VY>

Introduction

The Human Services Department (HSD) provides staffing and management of emergency shelters in partnership with the American Red Cross (ARC) and other agencies when an emergency occurs that causes residents to seek care and shelter. The designated personnel for activation and management of emergency shelter operations are the HSD Shelter Services Coordinator and the Shelter Manager.

During emergency shelter activations the Shelter Manager is assigned to staff the Care and Shelter Branch of the Operations Section of the County Emergency Operations Center (EOC).

Mass Care, Emergency Assistance, Housing, and Human Services

HSD's emergency shelter functions are aligned with, and in accordance with, the National Incident Management System (NIMS) for the provision of "Mass Care, Emergency Assistance, Housing, and Human Services." This essential function is designated at the federal level as "ESF #6."

HSD works with ARC and other agencies in our community to staff and manage shelters in order to provide support for vulnerable populations through HSD programs. Additionally, HSD supports ARC's efforts related to housing assistance including helping shelter residents transition out of emergency shelters to other housing.

Shelter Operations Model

Following a major disaster that displaces a segment of the population, ARC may not initially have adequate local resources to operate all the shelter sites that may be required. Until such time as they are able to mobilize, HSD personnel will supplement their capability by staffing and managing the necessary service sites, utilizing HSD trained and designated staff as well as Disaster Service Workers (DSWs). Mutual aid and additional resources will be requested through the EOC (Logistics) if necessary.

Once the American Red Cross is fully mobilized, ARC will assume the lead role for most shelter management functions and HSD staff will transition to a supporting role.

In order to ensure consistent service delivery and a smooth transition in shelter management, HSD personnel working in shelters will follow mass care standards as set forth by ARC published, online training and procedures (such as the ARC Shelter Operations Participant Workbook). Therefore, whether shelter sites are open and run through the American Red Cross or HSD personnel, they will be run according to the same set of operating principles, and will be jointly supported by both ARC and the County Emergency Operations Center.

Legal Requirements for Local Government

California law sets the responsibility for emergency care and shelter at the local level. As per the Health and Safety Code Section 34070–34072, local government is to provide or contract with recognized community organizations to make emergency or temporary shelter available for people made homeless by a natural disaster or other emergency. California’s State Emergency Plan and Standardized Emergency Management System (SEMS)¹ puts local government at the first level of response for meeting the disaster needs of people in its jurisdiction. People seeking care and shelter immediately after a disaster will look first to local government for assistance.

Scope

This annex identifies and details personnel responsibilities to effectively direct, manage, and control the following activities:

Mass Care: The provision of shelter, feeding, and bulk distribution of needed items and related services to persons affected by a large-scale incident.

Human Services: The provision of very basic supplemental services to support the personal and/or immediate recovery needs of individuals affected by disaster. Attention is focused on more vulnerable persons, who because of age, health, disability, language, or medical condition may need additional assistance to benefit from the mass care services. Effective service delivery requires coordination with non-governmental organizations.

Purpose

This document is an annex to the County of Santa Cruz Human Services Department Shelter Management and Operations Plan. It includes position summaries and checklists for primary and support personnel that may be deployed to an emergency shelter. Designated HSD staff will be trained in their

¹ SEMS provides for a multiple level emergency response organization and is intended to structure and facilitate the flow of emergency information and resources within and between the organizational levels.

roles as outlined in the Job Actions Sheets (JAS) contained in this annex. Additionally, all HSD staff will be trained in their role as government Disaster Service Workers per government code,² and will have trained in the standardized American Red Cross Shelter Operations. If, necessary, HSD will utilize “Just-in-Time” training methods to prepare staff to manage their assignments.

How to Use Job Action Sheets

This document includes Job Action Sheets detailing job roles and responsibilities for primary and support positions typically deployed during emergency shelter activations. The HSD Emergency Shelter support team should become familiar with their particular Job Actions Sheet.

This Shelter Management and Operations Plan annex is your primary source for shelter management guidance and should be used as a reference during shelter operations. Understanding your role, and the roles of those you may supervise — as well as knowing the overall shelter organizational structure — will prepare you for deployment to a shelter. This will also will help ensure a professional and beneficial delivery of services to residents. Read and keep a copy of these Job Action Sheets for future use. They should be kept in your emergency “tool kit.”

What all Shelter Staff Need to Know

All shelter positions include the following actions. Most, if not all of these “check points” are incorporated in the Job Action Sheets.

Common Shelter Actions
Be Aware of the Following:
<input type="checkbox"/> Chain of Command: Know your supervisor and who you supervise
<input type="checkbox"/> Safety First: Be aware of staff and public safety. If in doubt call for help
<input type="checkbox"/> Media/Social Media: Have permission before talking to the press/media or posting information
<input type="checkbox"/> Behavioral Health: Take care of yourself, your co-workers and shelter clients. Be aware of staff burnout.
Complete Required Forms
<input type="checkbox"/> Activity Logs: Track event/actions taken and submit at shift change – document everything
<input type="checkbox"/> Forms: Complete forms and submit as directed
<input type="checkbox"/> Resources: Provide all Resource Requests to the Shelter Manager
<input type="checkbox"/> Job Action Sheets: These provide information for actions specific to your position
Initial Response
<input type="checkbox"/> Always sign in and out with the Registration staff
<input type="checkbox"/> Wear proper identification at all times
<input type="checkbox"/> Attend/hold Shelter Manager briefings to receive Situational Awareness, Job Action Sheet, Activity Logs and Resource Forms
<input type="checkbox"/> Review incident briefing forms, as well as all shelter policies, plans and procedures for your position
<input type="checkbox"/> Set-up your designated Shelter area
<input type="checkbox"/> Request needed supplies or staff from Shelter Manager/Logistics
<input type="checkbox"/> Confirm set-up with your Supervisor
Daily Shelter Operation Actions
<input type="checkbox"/> Hold or attend daily shift change briefings with Staff and collect Activity Logs
<input type="checkbox"/> Complete required Job Activity Logs for each shift
<input type="checkbox"/> Monitor for Shelter clients’ safety at all times

² California Government Code Section 3100-3109 states in part: It is hereby declared that the protection of the health and safety and preservation of the lives and property of the people of the state from the effects of natural, manmade, or war-caused emergencies which result in conditions of disaster or extreme peril to life, property, and resources is of paramount state importance... in protection of its citizens and resources, all public employees are hereby declared to be disaster service workers.

Common Shelter Actions

- Monitor for staff burnout/safety at all times
- Provide shelter services to the best of your ability and within the scope of your training/credentials
- If in doubt or uncertain, ask for clarification or assistance

Closing the Shelter

- Hold/attend Shelter closing briefing by Shelter Manager to receive cleaning and take down protocols
- Assist with the transition of Shelter clients to their "new normal"
- Assist with demobilization and help take down and clean your operations area
- Confirm clean-up with Supervisor
- Hold/attend debriefing with staff if you are an officer, manager or team leader
- Participate in After Action meetings
- Participate in the After Action Report process, including identification of areas for improvement and revision of Shelter Plan

Acronyms

The following acronyms are used in this document and by partner agencies at the state and federal level who are involved in providing Emergency Shelter Management, mutual aid and delivery of shelter services.

ADA.....	Americans with Disabilities Act
AED.....	Automated External Defibrillator
AFN.....	Access and Functional Needs
ARC.....	American Red Cross
ARES.....	Amateur Radio Emergency Service
Cal OES.....	California Governor's Office of Emergency Services
CORI.....	Criminal Offender Record Information
DAFN.....	Disabilities Access and Functional Needs
DOC.....	Department Operations Center
DRAT.....	Disaster Rapid Assessment Team
D-SNAP.....	Disaster Supplemental Nutrition Assistance Program
DSS.....	Department of Social Services
DSW.....	Disaster Service Worker
EOC.....	Emergency Operations Center
ESF.....	Essential Support Function
FEMA.....	Federal Emergency Management Agency
FNSS.....	Functional Needs Support Services (FEMA)
FTF.....	Feeding Taskforce
HHSA.....	Health and Human Services Agency
HIPPA.....	Health Insurance Portability and Privacy Act
HSA.....	Health Services Agency
HSD.....	Human Services Department
IC.....	Incident Command(er)
ICS.....	Incident Command System
JAS.....	Job Action Sheet
JIC.....	Joint Information Center
LTC.....	Long Term Care
MRC.....	Medical Reserve Corps
MRE.....	Meals Ready to Eat

NIMS.....National Incident Management System
NRF.....National Response Framework
NSSNational Shelter System
OA.....Operational Area
OES.....Office of Emergency Services
PA.....Physician Assistant
PHFPotentially Hazardous Food
PHN.....Public Health Nurse
PICPerson in Charge
PIOPublic Information Officer
POD.....Point of Distribution
PPE.....Personal Protective Equipment
RCFE.....Residential Care Facility for the Elderly
REOC.....Regional Emergency Operations Center
SEMSStandardized Emergency Management System
SNFSkilled Nursing Facility
SOC.....State Operations Center
SORISex Offender Registry Information
TEPTemporary Evacuation Point
VASATVulnerable Adult Shelter Assessment Team
VOAD.....Voluntary Organizations Active in Disasters

Job Action Sheets

Job Action Sheets are generally formatted as follows:

- Job Title
- Position Summary
- Major Tasks [Essential Duties and Responsibilities]*
- Supervises:
- Reports to:
- Partner Agencies:
- Initial Response [Initial Planning Actions] *
- Daily Shelter Operations
- Shelter Closing

*JAS may have alternate section titles dependent on the specific responsibilities of the position.

Shelter Services Coordinator

Location: Human Services Department or Designated Alternate Facility

Position Summary

Under the direction of the Human Services Department Director, the Shelter Services Coordinator shall manage, plan and coordinate the delivery of services for emergency shelters. He/she shall enter into memorandums of understanding as well as necessary agreements with relevant support agencies and sheltering sites. This position oversees and tracks required shelter training based on national and state standards including those established by the American Red Cross. They oversee and track emergency operations trainings including the state Standardized Emergency Management System, federal National Incident Management System and ensure basic training in the Incident Command System.

Essential Duties and Responsibilities

- Responsible for all aspects of shelter operations for the jurisdiction
- Populate/staff the Care and Shelter Branch of the County EOC
- Ensures the provision of all shelter services in the jurisdiction
- Ensures the health and safety of all staff and clients
- Authorizes all shelter expenditures after approval by the Director of Emergency Services
- Monitors the operational budget of the Emergency Shelter Program including inventory control, staffing, training, and facility needs.
- Collects and maintains all Job Activity Logs and submits all reports for the sheltering response
- Coordinates and provides oversight for all aspects of the Emergency Shelter Program; ensures compliance with all policy and procedures related to shelter operations.
- Approves overflow capacity for off-site shelter as necessary and within budgetary constraints and individual safety consideration.
- Completes review of entry to shelter within 72 hours to determine eligibility of services, establishing goals and priorities, safety needs, and appropriate referral for necessary support.
- Advises staff of additional needs or barriers as appropriate; works to engage and facilitate conflict resolution for staff and clients within the sheltering program.
- Participates with the Emergency Services Manager (Office of Emergency Services) to represent issues related to sheltering needs and fulfilling gaps in services such those identified in past activations and sheltering training exercises.
- Maintains Shelter Program statistics; ensures data entry and documentation completion; utilizes database to ensure accurate training data tracking. Provides all necessary Shelter Program reporting per agency and funding.
- Networks with local, regional, state or national coalitions as necessary; representing Human Services Department on assigned committees such as Shelter Management Team.
- Assess pre-selected shelter sites to identify any facilities that may be inaccessible, damaged, destroyed or unavailable for other reasons.
- Performs other duties as needed, requested, or as assigned.

Supervises:

- Supervises Shelter Manager
- Shelter Public Information Officer (PIO)
- Shelter Safety Officer
- Shelter Security Officer (may report to Law Enforcement)
- Shelter Liaison Officer
- Animal Shelter Manager
- Finance Manager (Requisitions, time, data tracking)
- Planning Manager (Situational Awareness; next Operational Period, Demobilization)
- Logistics Manager (Resources, supplies, staff)

Partner Agencies:

- Coordinate with the Logistics Manager and Planning Manager to activate/call down required staff and partner agencies/organizations.
- Conduct Initial Briefing with all activated staff and communicate operational objectives.

Initial Response

- Initiate Deployment Plan
- Conduct shelter facility walk-through:
 - Facility Manager/Representative
 - Inspector of Buildings
 - Fire Inspector
 - Public Health Officer/Environmental Health Inspector
 - Logistic Manager
 - ARC Representative
 - Functional Needs Support Services Advisor
 - Shelter Manager
 - Animal Services Manager
- Check in Command and General Staff as they arrive and distribute Job Action Sheets (JAS)
- Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and other ICS forms
- Assist shelter set-up or delegate to the Shelter Manager, Animal Shelter Manager or Logistics as is applicable:
 - Manager/Security/Communications Area
 - Registration Area
 - Logistics and Supplies/Donations Management Area
 - Food Preparation/Service Area
 - Dormitory Area
 - Child Care Assistance Area
 - Recreation Area
 - Medical Care Area/Quiet Area
 - Staff Break Area
 - Service Animal Care Area (Pets should be in a nearby Pet Shelter)
 - Isolation and Quarantine Area (may be used as temporary Security Area)
- Confirm shelter set-up and approve opening

Daily Shelter Operations

- Monitor Staff for “burn-out” and inappropriate behavior through managers
- Hold shift change briefings with Command and General Staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
- Emphasize the importance of documenting everything, especially injuries and complaints
- Sign in/out Staff
- Discuss needs or concerns for the next shift
- Create update for the Incident Commander (IC)
- Ensure shelters operate safely and efficiently and address issues as they arise
- Monitor the shelter capacity with the Shelter Manager and Animal Shelter Managers
- Ensure the safe and efficient transition of shelter clients back to their homes or their new normal
- Prior to each operational period, coordinate with Planning Section to update ICS 202: Incident Objectives and Update Form (Incident Action Plan). This form requires notation of operational period objectives, activities, responsible parties and completion status.
- Brief all staff leadership on operational period objectives.
- At the end of each operational period make required notations on the ICS 202 including:
 - Activity completion status
 - Resources used/required
 - Major decisions
 - Major problems/concerns
- Provide summary of activities to Incident Commander/Emergency Operations Center (EOC) as directed.
- Provide information to participating partner agencies/organizations.

Shelter Closing

- Receive closing orders from Incident Commander/Emergency Operations Center
- Work with Communications and PIO to ensure that the public is aware of the shelter closing status
- Monitor Shelter Closing:
 - Ensure clean up and equipment return
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)
- Conduct facility closing walk-through with Representative (Opening/Closing Assessment Form)
 - Shelter Facility Manager/Representative

- Inspector of Buildings
- Public Health Officer/Inspector
- Hold final Staff De-briefing and collect forms
- Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents
- Hot Wash: What went well? What needs improvement?
- After Action Process and Report
- Review and revise Shelter Plan
- Collect all Forms as record of shelter actions
 - Job Activity Logs
 - Time Sheets
 - Expense Sheets
 - Environmental and Building Assessments/Reports
 - Staff Check-in Sheets
 - Complaints and Investigation Reports
 - Medical Logs and Reports
 - Client Registration Logs
 - Resource Request Forms and Inventories
- Work with Finance Officer as needed to ensure that invoices and reimbursement forms are completed
- Participate in the After Action Report process, including identification of areas for improvement

Shelter Manager

Position Summary

The Shelter Manager provides supervision and administrative oversight for all shelter operations. This person ensures that the needs of shelter occupants are being met. They supervise a work unit composed of service associates by assuming accountability for the assigned workers within the activity as well as being able to answer common questions on a day-to-day basis. He or she is in charge of making sure the other shelter staff roles are being filled and maintains communication with the Emergency Operations Center (EOC) through the Care and Shelter Leader.

Part of this communication involves reporting shelter counts back to the EOC in order to determine when the shelter will reach capacity. The Shelter Manager is responsible for scheduling and leading shelter staff meetings, briefings with shelter residents if appropriate, establishing shifts for shelter workers and working with all other shelter staff to ensure a smooth shelter operation.

Once shelter staff arrive at the shelter, the Shelter Manager should assign the following roles:

- Registration
- Feeding
- Main Floor/Dormitory Management
- Logistics.

Additional staff can be assigned to roam and support shelter residents or other shelter staff. The Shelter Manager has responsibility for all those in the shelter and for requesting additional support from the Emergency Operations Center when needed.

Major Tasks

-
- Responsible for all aspects/services of Shelter operation:
 - Registration
 - Dormitory
 - Food
 - Case Management
 - Medical/Behavioral Health
 - Childcare
 - Ensures the health and safety of all shelter staff and clients
 - Monitors and resolves issues/problems through support staff such as the Functional Need Support Services (FNSS)³ Advisor and others
 - Authorizes all shelter expenditures for final approval by the Shelter Services Coordinator or Incident Commander
 - Collects and maintains all Job Activity Logs and submits all reports for the sheltering response
 - Establish contact with facility representative and activate the building when ready.
 - Ensure a shelter agreement is completed, the general facility has been assessed and any pre-existing damage is noted.
 - Project staffing and other support requirements for the next 48 hours.

³ FNSS are defined as services that enable children and adults with or without disabilities who have access and functional needs to maintain their health, safety, and independence in a general population shelter.

- Coordinate recruitment of additional personnel
- Organize and brief staff.
- Ensure that all positions are staffed.
- Ensure local affiliated and non-affiliated workers are used to the fullest extent by providing support, training, evaluation and inclusion with the visiting workforce.
- Order start-up supplies and equipment and request any support needed through EOC Logistics Section or other designated representative.
- Assess feeding options and discuss recommended solution with supervisor and Food Services supervisor.
- Establish a Shelter Log.
- Ensure proper shelter identification both inside and outside of the shelter.
- Ensure that welfare information and individual client services copies of shelter registration forms are forwarded to headquarters or other designated location. Keep all such information in secure location(s).
- Ensure Emergency Medical Services has staff at shelter.
- Develop a schedule for feeding, lights out, shelter rules and information board for all residents to view.
- Promote an environment that eliminates discrimination, harassment or favoritism of any sort and adheres to a zero-tolerance policy.
- Resolve staff conflicts and recognize when a conflict must be referred to a higher level.
- Model appropriate behavior and treat all workers with respect and dignity at all times.
- Organize and facilitate staff meetings as appropriate.
- Seek guidance from supervisor as necessary and as appropriate.
- Maintain a professional appearance and attitude.
- Follow and implement requests and direction received from supervisor.
- Support and implement decisions made by disaster operations management.
- Monitor and support the quality of service delivery and morale of the workforce in order to achieve the mission statement of disaster services.
- Ensure clear and concise communication flow between the manager and the relief operation workforce.
- Ensure that appropriate notifications are made (e.g., pre-assigned Branch personnel, Shelter Managers and support staff, shelter site owners/managers, etc.).
- Coordinate with the EOC and request the supplies, equipment, food stuffs, etc., needed to support shelter operations.

Supervises:

- Disabilities and Functional Needs (DAFN) Support Services Advisor
- Dormitory Team Leader
- Registration Team Leader
- Medical Team Leader

Reports to:

- Shelter Services Coordinator

Partner Agencies:

- American Red Cross (ARC)
- Salvation Army
- Medical Reserve Corps

- Health Services

Initial Response

- Conduct shelter facility walk-through (Facility Opening/Closing Assessment Form and Environmental Health Shelter Assessment Form) as available:
 - Facility Manager/Representative
 - Inspector of Buildings
 - Fire Inspector
 - Public Health Officer/Inspector
 - Logistic Manager
 - ARC Representative
- Check in staff as they arrive and distribute Job Action Sheets (JAS)
- Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms
- Supervise shelter set-up
 - Manager/Security/Communications Area
 - Registration Area
 - Logistics and Supplies/Donations Management Area
 - Food Preparation/Service Area
 - Dormitory Area
 - Child Care Assistance Area
 - Recreation Area
 - Medical Care Area/Quiet Area
 - Staff Break Area
 - Service Animal Care Area (Pets should be in a nearby Pet Shelter)
 - Isolation and Quarantine Area (may be used as temporary Security Area)
 - Shelter Signs posted
- Confirm shelter set-up and recommend approval to open to the Shelter Services Coordinator

Daily Shelter Operations

- Monitor staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
- Ensure continuous communications with the Shelter Services Coordinator or EOC Manager
- Ensure shelters operate safely and efficiently and address needs as they arise
- Hold shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
 - Emphasize the importance of documenting everything, especially injuries and complaints
 - Sign in/out staff
 - Discuss needs or concerns for the next shift

- Create update for the Supervisor/IC
- Monitor the shelter capacity including with the Animal Shelter Managers
- Ensure the safe and efficient transition of shelter clients back to their homes or their new normal
- Prior to each operational period, use the ICS 202B Station Objective and Update Form to note the objectives/required activities for the Branch. Branch objectives/activities are based on overarching objectives set by the Shelter Services Coordinator.
- Note activity completion status at the end of the operational period
- Provide summary of all Branch Unit's Activity Logs for Supervisor/IC (Logistics Manager) on the ICS 202B.

Shelter Closing

- Receive closing orders from Incident Command/EOC
- Coordinate closing announcement with Shelter Services Coordinator, Public Information Officer, Communications
- Work with Logistics to ensure Shelter Closing. Closing Check List:
 - Determine a plan for the debriefing of shelter workers
 - Can they be of assistance with another sheltering operation?
 - Make sure to capture all staff rosters so that workers can receive recognition
 - Prepare list of voluntary organizations, vendors and other partners to be thanked and recognized
 - Pack excess supplies as they become unnecessary
 - Can they be used in another shelter location?
 - Determine where the supplies need to go and begin the shipping process as soon as possible
 - Update the supply inventory
- All shelter staff should work to clean and return the shelter to its original condition as the shelter closes
 - Return all moved furniture
 - Remove all signage
 - Begin preparing narrative for shelter operations
 - Include Activity Logs, financial forms and other documentation collected at the shelter debriefing
 - Update the ARC National Shelter System (NSS)⁴ to reflect the shelter closing; handled at EOC
- Assist with clean up and equipment return
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)
- Conduct facility closing walk-through with Representative (Facility Opening/Closing Assessment Form and Environmental Health Shelter Assessment Form)
 - Shelter Facility Manager/Representative
 - Inspector of Buildings

⁴ The Red Cross National Shelter System is used to track and report shelter information during disasters. This enables emergency managers and disaster workers to identify the location, managing agency, capacity, current population, and other relevant information of all shelters operated in response to disasters.

- Public Health Officer/Inspector
- Hold final staff debriefing and collect forms
 - Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents
 - Hot Wash: What went well? What needs improvement?
 - After Action Process and Report
 - Review and revise Shelter Plan
- Collect all Forms as record of shelter actions
 - Activity Logs – daily activities
 - Action Logs – special actions taken
 - Finance Tracking Form
 - Resource Requests and Inventories
 - Environmental and Building Assessments/Reports
 - Personnel Sign in - Staff Check-in/Time Sheets
 - Incident Report Form - Complaints and Investigation Reports
 - Medical Logs and Reports
 - Client Registration Logs
- Work with Finance Officer as needed to ensure that invoices and reimbursement forms are completed
- Participate in the After Action Report process, including identification of areas that need improvement

Assistant Shelter Manager

Position Summary

Provides coordination between Incident Command and partners, agencies and organizations involved in response/recovery; coordinates with Public Information Officer to ensure consistent, coordinated situational awareness and messages

Reports to:

- Shelter Manager

Partner Agencies:

- Health Services Agency
- Chief of Public Health

Initial Planning Actions

- Plan for a shelter operation with the Shelter Manager or Incident Command/EOC
- Appoint staff as needed

Initial Response

- Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms
- Establish communications with Shelter Manager IC/EOC and partner agencies and organizations

Daily Shelter Operations

- Monitor staff for “burn-out” and inappropriate behavior. Report concerns to Shelter Manager and Medical Unit
- Hold shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
 - Emphasize the importance of documenting everything, especially injuries and complaints
 - Sign in/out staff
 - Discuss needs or concerns for the next shift
 - Create update for the Supervisor/IC
- Maintain continuous situational awareness with partner agencies and organizations
- Provide daily shelter updates to the Shelter Services Coordinator/Shelter Manager, IC, EOC, PIO

Shelter Closing

- Maintain continuous situational awareness with partner agencies and organizations and distribute closing information
- Assist with clean up and equipment return
- Turn in all logs to supervisor

Shelter Support Task Force: Health Services

Position Summary

Provide behavioral health first aid and emergency mental health support to shelter clients and staff and staff mental health referrals; monitor for staff burnout.

Major Tasks

- Plan for shelter behavioral health support with the Medical Team Leader
- Determine behavioral health first aid staff, equipment and resource needs based on shelter occupants' needs
- Appoint staff as needed
- Review Health Service Protocols

Supervises:

- Behavioral Health Team

Reports to:

- Medical Team Leader

Partner Agencies:

- Behavioral Health Division
- Faith Community
- Mental Health Response Teams
- Mental Health Providers
- Medical Reserve Corps

Initial Response

- Familiarize yourself with the facility and personnel
- Set up separate, quiet Behavioral Health Area
- Attend Just-in-Time training
- Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms, Medical Log Forms, Policies and Procedures
- Confirm set-up with Shelter Medical Team Leader opening time
- Begin operations

Daily Shelter Operations

- Monitor staff for "burn-out" and inappropriate behavior. Report concerns to Supervisor and Medical Unit
- Hold shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.

- Emphasize the importance of documenting everything, especially injuries and complaints
- Sign in/out staff
- Discuss needs or concerns for the next shift
- Create update for the Supervisor/Incident Commander
- Provide basic behavioral and mental health services as needed:
 - Assist Registration to provide triage for those with potential behavioral health issues
 - Perform mental health screening/informal assessment and triage
 - Provide emotional care and support and crisis intervention as needed
 - Educate shelter staff and clients about emotional recovery and effective coping techniques
 - Make referrals for additional mental health services and/or follow-up
 - Document all services and referrals using the Health Record form
- Provide Awareness Training for staff and clients on Critical Incident Stress:
 - Stress is a normal reaction to an emergency situation
 - Everyone is susceptible to burnout
 - Encourage staff to only work a maximum of 12 hours per day, 7 days in a row then 2 days break
 - Take time to eat healthy food, drink plenty of water and rest
 - Be aware that drugs, tobacco and alcohol will not help them to rest or wind-down
 - Walking, playing and socializing are the most effective stress reducers
 - Health and Safety is everyone's responsibility
- Monitor and complete the Health Record form daily and report status to Medical Team Leader
- Work with shelter staff to ensure FNSS behavioral health needs in shelter are being addressed

Shelter Closing

- Hold shelter closing briefing with Medical Team and Behavioral Health Unit
- Continue to monitor Health and Medical status
- Assist with placement of shelter clients to outside mental health services
- Hold staff debriefing meeting and collect all reports and Activity Logs
- Turn in all logs and reports to Supervisor
- Assist with clean up and equipment return
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)
- Participate in the After Action Report process, including identification of areas for improvement

Shift Supervisor

Position Summary

The Shift Supervisor oversees the shelter staff and guides their work in the absence of or as the designee of the Shelter Manager. The Shift Supervisor ensures that the needs of clients are met in the shelter setting. The Shift Supervisor may assume all the duties of the Shelter Manager.

Major Tasks

- Supervise shelter staff; conduct staff meetings.
- Work with other constituency groups, such as Logistics and Operations, and other EOC branches in order to ensure smooth operations.
- Maintain contact with supervisory unit or relief operation headquarters.
- Ensure that major events are recorded in shelter log.
- Ensure that feeding operations are running smoothly by interacting with feeding personnel (supervisor, if appropriate).
- Ensure that proper shelter identification is posted inside and outside shelter.
- Delegate tasks.
- Conduct staff meetings

Registration Staff Team Leader

Position Summary - Registration Staff

Registration staff are responsible for ensuring that persons entering or leaving a shelter go through the registration process. Without complete, legible and accurate information about the residents of the shelter, the ability to provide needed services is impaired. To assist with registration, tables and chairs should be set up near the shelter entrance, so that those entering can fill out the necessary forms and be directed to the main shelter area.

If possible, assign a greeter at the entrance to the shelter to welcome residents and guide them to the registration area. Keeping a good count on how many are in the shelter will also allow the Shelter Managers and those in the EOC to determine if other shelters need to be opened. In addition to the shelter registration staff sitting at the registration table, there will also be representatives from the Santa Cruz County Sheriff's Office. Their role will be to ensure that those entering the shelter do not have criminal records that would preclude them from staying in a shelter environment. [perhaps use Sheriff as "2nd line"]

The location of the registration table will be different at each shelter, depending on the layout, but generally should be located at the entrance to the shelter. Once each individual or family has filled out a registration form, they can be directed to the main shelter area. A log sheet should also be kept for each shelter. This sheet will allow those working in the shelter to document problems, solutions and track major shelter issues. A sample Log Sheet will be included in the Shelter Manager "tool kit."

It may be necessary to address the need for an isolation area near to the registration area for those exhibiting potentially communicable diseases. Clients entering the shelter will be asked to self-declare illnesses or may be showing symptoms requiring isolation.

Major Tasks

- Support Shelter Manager in organizing and managing shelter
- Central Repository/Source of all forms, JAS
- Responsible for tracking each shelter occupant, including shelter clients
- Oversight of all shelter pre-registration triage, check-in, registration, check-out and exit procedures and logs
- Monitor shelter capacity
- Refer shelter registrants to Functional Needs Support Services Advisor, Medical Team, Animal Shelter Team, Security as appropriate
- Create registration area, allowing enough space for a waiting area.
- Use a Disaster Shelter Registration Form to record information about clients entering the shelter.
- Send copy of Registration Form to both welfare information and disaster health services, if needed.
- Maintain log for those residents entering and leaving the shelter.
- Maintain a shelter census and report this information to the Shelter Manager at appropriate intervals.
- Refer persons with illness or injury or those with special medication or diets to Health Services.
- Interact with clients to determine needs and refer appropriately.
- Seek guidance from supervisor as necessary and appropriate.
- Maintain a professional appearance and attitude.
- Follow and implement requests and direction received from supervisor.

- Exhibit good stress reduction skills. Strive to encourage an environment for the unit that minimizes the stress level as much as possible under the disaster conditions.

Supervises:

- Registration Staff

Reports to:

- Shelter Manager

Partner Agencies:

- American Red Cross
- Salvation Army
- Agency providing Security

Initial Response

- Plan for a shelter registration operation with the Shelter Manager or Incident Command/EOC
- Review shelter registration policies and procedures
- Contact partner agencies to assist with operations
- Determine staffing and supply needs, complete Resource Request Form (ICS 308) and send to Shelter Manager
- Registration Policies:
 - Clients are triaged as they enter the shelter to identify issues that need immediate attention
 - Everyone must sign in and out each time they enter/exit.
 - Clients are asked to indicate if they are permanently leaving/signing out
 - Shelter Registration Form should be used for all shelter clients
 - Make sure dates/times are always noted
- Conduct Final Pre-Opening Shelter Inspection with Shelter Manager
- Appoint Registration Staff and hold Initial Staff Briefing
 - Distribute JAS, Activity Logs, Resource Request Forms
- Registration Area Set-up:
 - Registration tables must be at an accessible height:
 - Height: 28” minimum, 34” maximum.
 - Knee clearance: 27” minimum.; 19” under the table
 - Route to registration must be at least 5 ft. wide and accessible
- Signs must be accessible:
 - Multiple/appropriate languages
 - Directional signs to Registration and Registration Desk signs
 - “Have your Driver’s License. Or other Government Photo ID ready”
 - “Everyone MUST Sign-in and Sign-Out Every Time”
 - Shelter Rules posted
 - Signs at Exit reminding everyone to sign-in and out
- Supplies [Tool Kit]:
 - pens, paper
 - index cards
 - staplers
 - paper clips
 - storage trays

- ID Bracelets or other shelter client identifiers
- EM Tracker Scanner if available/used
- Water and snacks
- Guidance Documents:
 - Job Action Sheets
 - Registration Checklist
 - Shelter Policy
 - Shelter Rules and Regulations — Copies to be available to hand out to shelter clients
- Forms:
 - Pre-Registration Triage Form
 - Shelter Check-in/Check-Out Form
 - Shelter Client Intake Assessment Form
 - Action Log and Activity Log
- Confirm set-up with Shelter Manager or Shelter Services Coordinator/IC/EOC

Daily Shelter Operations

- Determine staffing schedule with Planning Manager and Shelter Manager
- Registration Details and Check List:
 - Welcome at entrance
- Triage clients using the Pre-Registration Triage Form (write clearly)
 - “Yes” responses: requires Medical Triage, Medical Transportation or call 9-1-1
 - “No” response: complete Client Registration process
- Ask client to sign Shelter Check-in/Check-out Form
- Ask to see Government issued photo ID and copy/scan if able
- Ask each client if they are required to register with a local, state or federal agency
- Attach Shelter Client ID bracelet or distribute other Shelter Client identifier/card
- Assign client to Bed/Dormitory Area — note on the Dormitory Master Board
- Give each client/family a copy of Shelter Rules and direct them to the Dormitory Area
- Acceptable registration identification (original documents preferred)
 - Driver’s license
 - State issued photo ID
 - School issued photo ID
 - Valid Passport or another federal photo ID
- Unacceptable registration identification (may be waived in emergencies)
 - Social Security Card
 - Credit Card
 - Birth Certificate
 - Expired Passport
 - Yearbook
 - Physical description
- Monitor Staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit

Ongoing Actions

- Sign clients, visitors, volunteers, and other staff in and out every time, include the date/time
 - Forward all forms to Shelter Manager at the end of the shift
 - Escort all official visitors, including the media, to the Shelter Manager
 - Do not provide quotes or comments to the media
 - Do not post any shelter information on social media
 - Maintain a Shelter Census and report this to the Shelter Manager
- Hold shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
- Emphasize the importance of documenting everything, especially injuries and complaints
- Sign in/out Staff
- Discuss needs or concerns for the next shift
- Create update for the Supervisor/IC

Shelter Closing

- Coordinate with Shelter Manager on shelter closing
- Hold shelter closing briefing with Dormitory and Childcare Staff
- Assist with transition of shelter clients to their new normal as needed
- Assist with clean up and equipment return:
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)
- Turn in all logs to Supervisor
- Participate in the After Action Report process, including identification of areas for improvement

Shelter Food Unit / Feeding Staff

Position Summary

The feeding associate prepares and serves food for clients in the shelter environment. The feeding operation in a short-term sheltering operation is managed by the American Red Cross or other supporting agency. Contracts should be in place to provide each shelter resident with a small breakfast, lunch and dinner each day. Water and juice will also be provided. Feeding staff agency(ies) takes the lead in preparing and serving food but shelter staff should be assigned to assist with this coordination. Assistance serving the meals may be needed.

It is also important to note the number of meals that were served each day. Keep in mind that shelter residents are instructed to bring basic food, water and supplies to a shelter and some of them should have their own food. Shelter staff should coordinate to establish meal times in each shelter.

Responsible for coordinating and delivery of safe and adequate food to all shelters; responsible for obtaining, storing, preparing, feeding, distribution and clean-up; determine the feeding schedule based on resources and needs; ensure that there is a knowledgeable Person-in-Charge (PIC) of food operations; work with Public Health to provide daily food safety inspections

Supervises:

- Food Unit Staff

Reports to:

- Shelter Manager

Partner Agencies:

- Salvation Army (feeding)
- American Red Cross (feeding, dormitory)
- Voluntary Agencies
- Faith Community
- Local Restaurants and Caterers
- Food Banks

Feeding Associate(s)

Major Tasks

- Establish a beverage and snack canteen service as soon as possible after shelter opens.
- Prepare and/or serve food following safe food handling procedures.
- Ensure that the canteen and feeding preparation area are kept clean and sanitary at all times.
- Keep accurate count of meals and snacks served and submit to supervisor at established reporting times.
- Seek guidance from supervisor as necessary and appropriate.
- Maintain a professional appearance and attitude.
- Follow and implement requests and direction received from supervisor.
- Exhibit good stress reduction skills. Strive to encourage an environment for the unit that minimizes the stress level as much as possible under the disaster conditions.

Minimum Equipment Recommendations

Phone, refrigerator, stove/microwave, instant read thermometer, non-latex gloves, sanitizer tablets, paper towels, paper plates, plastic utensils, paper cups, trash bags, trash receptacles.

Initial Planning Actions

- Report to Supervisor
- Obtain briefing on situational awareness from Shelter Manager or Incident Command/EOC
- Establish and maintain communications with Supervisor
- Designate and activate staff positions as needed
- Establish communications with Logistics Manager, Shelter Manager
- Determine types of food service:
 - Commercially pre-prepared, packaged meals
 - Contract with catering service
 - Church or community group using a knowledgeable Person-in-Charge in a certified and licensed kitchen
 - Permitted/licensed mobile kitchen (Red Cross, Salvation Army)
 - Volunteers with a knowledgeable Person-in-Charge operating the shelter as a Temporary Food Establishment
- Establish Food Unit Policies:
 - Maintain a clean, professional appearance and attitude
 - Post meal and snack times (menus if you can are always appreciated by shelter clients and staff)
 - Provide beverages and snacks at all hours if possible
 - NO donated food from non-commercial/unknown sources
 - ALWAYS follow safe food handling procedures
 - ELIMINATE cross contamination of raw and ready-to-eat foods
 - Keep it clean and sanitary at all times
 - Hot foods are hot and cold foods are cold
 - Note time food leaves temperature control
 - Keep accurate count of all meals and snacks served each day (ARC form F5266)
 - General public not allowed in the Food Prep Area
 - Try to accommodate special diets. Coordinate special needs with Functional Needs Support Services Advisor
 - No food/drinks in the dormitory area
 - Wash, rinse and sanitize (sanitizing tablets or chlorine drops) all utensils and food work services
 - Collect and dispose of all wastes at least three times per day
 - Anyone who needs food is served
 - Food distribution is responsive, transparent and equitable
 - More than 10% food waste means meals portions need to be adjusted smaller
 - When in doubt, throw it out
 - Potentially Hazardous Foods (PHF) outside of temperature control must be thrown out after 4 hours [training issue]
 - Consider cultural, ethnic, religious, and dietary needs within 36 hours of shelter opening
- Meal standards:
 - 2000 calories/per day
 - 8 oz. by volume entrée

- 6 oz. by volume side dishes
- 6 oz. by volume desert
- Post feeding schedule based on available resources and needs. (confirm with Shelter Manager)
 - Meals (7am–8am; 12pm–1:00pm; 5pm–6:30pm)
 - Snacks (self-serve, ready-to-eat, whole fruits and vegetables, crackers, popcorn, granola bars, cookies, etc.)

Food Area Requirements

- Person in Charge (PIC) must have a current food safety certification
- Good lighting and ventilation are a must, especially when cooking
- Control access to food preparation/storage areas
- Food Prep Area: Clean and sanitize often (10% bleach)
- Refrigeration (or generators, dry ice)
- Hand-wash station a MUST + use of disposable gloves (non-latex)

Safe Food Handling Practices:

- Food holding: log time/temperatures
 - Hot/cold food holding: above 140° F./ below 40° F
- Food storage: secure and off the floor if possible
- Safe Ice/Drinks (treat drink tubs with 1 tsp. bleach/5–8 gallons)
- Reduced menus; offer fewer potentially hazardous foods (items that need refrigeration)
- Meal plans that meet dietary/cultural needs within 36 hrs.
- Hand and ware washing protocols posted
- Sanitation and cleanliness (sanitizer — 10% bleach solution)
- Disposables/gloves (non-latex)
- Solid waste management (trash, garbage, medical waste)
- Food Embargoes/Fitness of Food
 - Discard Potentially Hazardous Food (PHF) after 4 hours @40° F
 - Sorting, condemnation, disposal
 - Donations of Food: must meet Safe Food Standards
- Potable water supplies
- Monitor for contamination: Chemical, bacterial, radiation, viral, particulate matter
- Boil and other water use orders
- Bulk water must be from an approved source

Initial Response

- Check in with supervisor and obtain Job Action Sheets
- Attend initial staff briefing
- Establish a beverage and snack center of ready-to-eat, room temperature foods as soon as possible
- Establish a Food Unit work station in the shelter to facilitate procurement of goods and services?
- Train staff on each shift on Safe Food Handling: [“Just-in-Time” training?]
 - Proper hand washing
 - Gloves
 - Proper hot and cold holding

- Proper sanitation
- Proper serving (set up the utensils so the public can grab the handles. Use long handled serving spoons)
- Receive immediate shelter food requests from Shelter Manager/Supervisor/IC/EOC
- Establish communications with Finance Manager to coordinate procurement of goods and services

Set up Shelter Food Service Area with provisions for:

- A dedicated, labeled hand washing station (warm water, pump soap and paper towels)
- Sanitation protocols and supplies
- Food log to show time food left temperature control
- Hot and cold holding (below 40° and above 140° degrees F.)
- Food preparation (wash and glove)
- Food service (disposable utensils preferred)
- Clean-up, sanitize and waste disposal
- Resource Request Protocols:
 - Resource Request Form received
 - Determine if resource is currently available by checking with Shelter Manager Leader/Supply Unit
 - Distribute/deliver as available
 - If not available as a donation, work with Finance Manager/Cost Unit to coordinate purchase
- Confirm set-up with Service Manager

Daily Shelter Operations

- Maintain situational awareness and communications with Shelter Manager/EOC. Use runner/observers if necessary
- Ensure continuous communications with the Shelter Manager, as assigned
- Coordinate procurement of goods and services with Shelter Manager, as assigned
- Prepare and serve meals and snacks, as assigned
- Accommodate special diets as able
- Maintain a safe food environment
- Monitor staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
- Attend shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
 - Emphasize the importance of documenting everything, especially injuries and complaints
 - Sign in/out staff
 - Discuss needs or concerns for the next shift
 - Create update for the Supervisor/IC

- Continue to train and monitor staff on each shift for safe food handling
- Determine and report daily and next Operational Period Resource and Staffing needs for the shelters

Shelter Closing

- Receive closing orders from Shelter Manager
- Attend Staff briefing on closing and forms collections
 - Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents
 - Hot Wash: What went well?; What needs improvement?
 - After Action Process and Report
 - Review and revise Shelter Plan
- Implement a Closing/Demobilization Plan
 - Include a list of voluntary agencies and individuals to be thanked
 - Pack excess supplies as they become unnecessary
 - Ship extra supplies to other shelters, return or donate
- Assist with clean up and equipment return
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)
- Participate in the After Action Report process, including identification of areas that need improvement

Dormitory Management/Main Floor

Position Summary

The main floor of the shelter is the area where most shelter residents will be spending the majority of their time. The Dormitory Management associates ensure that sleeping areas are appropriately chosen, set up and equipped with all necessary items. Those assigned to Main Floor Management should be responsible for setting up cots, coordinating with team members for blankets, comfort kits and other items if available and necessary. This area is also known as the Dormitory Area and the layout of the main shelter area will vary by facility.

Once registered, shelter residents can walk to this area and set up any cots, sleeping bags or supplies they brought with them. Cots, mattresses and other supplies available in the Disaster Response Units can also be set up here. Staff working in this area should monitor the main floor of the shelter and report any significant issues to the Shelter Manager. In this area of the shelter, there will most likely be a good amount of interaction with shelter residents. Staff should be as helpful as possible to shelter residents, and work with them to provide a safe and comfortable environment. All reasonable efforts should be pursued to protect the shelter property.

Provide adequate dormitory services to shelter clients; works with partner agencies to ensure that individual sheltering needs are met; provide coordination and assistance to parents to provide age appropriate child care activities.

Major Tasks

- Designate space for sleeping areas that is appropriate, considering separate areas for families with children, the elderly or other unique situations.
- Set up cots and, if possible, place two blankets on each cot.
- Ensure that set up allows for those individuals with disabilities or those who need other forms of support.
- Ensure space is available to distribute comfort kits and other appropriate items.
- Seek guidance from your supervisor as necessary and appropriate.
- Maintain a professional appearance and attitude.
- Follow and implement requests and directions received from your supervisor.
- Exhibit good stress reduction skills. Strive to encourage an environment for the unit that minimizes the stress level as much as possible under the disaster conditions.
- Plan use of space while considering various possibilities.

Minimum Dormitory Equipment Recommendations

- Cots or floor mats, blankets, cribs
- 1 each client

Minimum Childcare Equipment Recommendations

- Simple toys
- Cards
- TV
- Dormitory Information, Rules and Routines
- Cot Cleaning Guide

Initial Planning Actions

- Plan for a shelter dormitory operation with the Shelter Manager or Incident Command/EOC
- Review dormitory policies and procedures
- Contact partner agencies to assist with operations
- Determine staffing and supply needs, complete Resource Request Form (ICS 308) and send to Shelter Manager
- Set and post dormitory rules

Supervises:

- Childcare Assistance Unit Staff

Reports to:

- Shelter Manager

Partner Agencies:

- Local Schools
- Local Day Care
- Local Hotels/Motels
- Local Social Service Agencies
- American Red Cross

Initial Response

- Conduct Final Pre-Opening Shelter inspection with Shelter Manager or IC
- Appoint Childcare Assistance Unit Leader
- Appoint Staff (Volunteers) as needed
- Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and Dormitory Rules List
- Oversee and assist with Dormitory and Childcare Assistance area set-up
 - Minimum 40 square feet per person
 - 3 feet between cots
 - Allow families to form groups with extra space
 - Dormitory Area is restricted to clients and is quiet zone
- Confirm staffing and Resource Requests with Shelter Manager
- Confirm set-up with Shelter Manager or Shelter Services Coordinator/IC/EOC

Daily Shelter Operations

- Determine staffing schedule with Shelter Manager
- Monitor staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit.
- Hold shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets

- Inspections, etc.
 - Emphasize the importance of documenting everything, especially injuries and complaints
 - Sign in/out staff
 - Discuss needs or concerns for the next shift
 - Create update for the Supervisor/IC
- Oversee Dormitory and Childcare Assistance Areas (Note: parents are responsible for the children at all times.)
- Set up Functional Needs Support Services cots only as needed to ensure that there are cots available for FNSS clients as they arrive
- Maintain quiet and low light hours as posted for the Dormitory Area

Shelter Closing

- Coordinate with Shelter Manager on shelter closing
- Hold shelter closing briefing with Dormitory and Childcare Staff
- Assist with transition of shelter clients to their new normal as needed
- Assist with demobilization, clean-up and equipment return in Dormitory Area, including cot cleaning
 - Refresh (clean and sanitize facility and cots)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace (pillows and blankets)
 - Remove (trash and broken equipment)
- Turn in all logs to Supervisor
- Participate in the After Action Report process, including identification of areas for improvement

Shelter Childcare Assistant

Position Summary

Assist parents in providing age appropriate child care services in the shelter; help ensure parents are able to provide their children with a safe environment while in the shelter.

Initial Planning Actions

- Plan for a shelter childcare assistance operation with the Dormitory Team Leader
- Contact partner agencies to assist with Operations
- Determine staffing and supply needs, complete Resource Request Form (ICS 308) and send to Logistics
- Review childcare policies and procedures
 - Staff should provide safe, pleasant, age appropriate resources for parents to run a child friendly activities area.
 - When children are present, at least two adults are to be present at all times. No child should be left alone with one adult who is not their parent, guardian or caregiver.
 - A child should never be alone in the shelter. They must be accompanied to all parts of the shelter.
 - The children area should be free from significant physical hazards and/or structural barriers.
 - The environment should be secure and separated from other parts of the shelter.
 - The children area should be close to restrooms.
 - All staff members must be at least 18 years of age.
 - Supervisors should be at least 21 years of age.
- Procedures for sign in and sign out:
 - Parents/guardians must sign child in and out, on Childcare Registration Form
 - When placing their child or children in this area parents, guardians or caregivers are required to stay on-site or designate a responsible adult child care proxy to be responsible for their child who is on-site at all times.
 - Children can only be released to the parent, guardian, caregiver or designee listed on the registration form.
 - The parents, guardians or caregivers are responsible for identifying any special needs for the child/children (food allergies, behavioral issues, medications, etc.).

Supervises:

- Childcare Assistance Unit Staff

Reports to:

- Shelter Dormitory Team Leader

Partner Agencies:

- Local Schools
- Local Day Care
- Local Faith Community

Initial Response

- Set-up Childcare Assistance Area
- Confirm Set-up with Dormitory Team Leader
- Appoint staff as needed

- Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and Childcare Rules
- Confirm Staffing and Resource Requests with Logistics

Daily Shelter Operations

- Determine staffing schedule with Dormitory Team Leader
- Monitor staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
- Hold shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
 - Emphasize the importance of documenting everything, especially injuries and complaints
 - Sign in/out staff
 - Discuss needs or concerns for the next shift
 - Create update for the Supervisor/IC
- Recruit parents to lead/provide childcare activities
- Oversee Childcare Assistance Areas (Note: parents are responsible for the children at all times.)
- Oversight of child sign-in and sign-out in Childcare Assistance Area
- Monitor for child safety and security
- Assist parents with maintaining order in the Childcare Assistance Area

Shelter Closing

- Coordinate with Dormitory Team Leader on shelter closing
- Hold shelter closing briefing with Childcare Staff
- Assist with transition of shelter clients to their new normal as needed
- Assist with clean up and equipment return
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)
- Turn in all logs to Supervisor
- Participate in the After Action Report process, including identification of areas for improvement

Dormitory Management Associate**Major Tasks**

- Designate space for sleeping areas that is appropriate, considering separate areas for families with children, the elderly or other unique situations.
- Set up cots and, if possible, place two blankets on each cot.
- Ensure that set up allows for those individuals with disabilities or those who need other forms of support.
- Ensure space is available to distribute comfort kits and other appropriate items.
- Seek guidance from your supervisor as necessary and appropriate.
- Maintain a professional appearance and attitude.
- Follow and implement requests and directions received from your supervisor.
- Exhibit good stress reduction skills. Strive to encourage an environment for the unit that minimizes the stress level as much as possible under the disaster conditions.
- Plan use of space while considering various possibilities.

Communications Unit

Position Summary

Responsible for providing and coordinating all shelter communications both internal and external, including:

- Telephones
 - Cell Phones
 - Radios
 - Fax
 - Internet
 - Copying/printing
 - Runners
 - Signage
 - Media feeds
- Postal Service during prolonged activations
- Responsible for providing daily shelter communications for shelter clients, including telephone, internet, mail
- Responsible for maintaining communications with the IC/EOC
- Maintains or coordinates maintenance of all communications equipment and services

Initial Planning Actions

- Obtain briefing on situational awareness from Supervisor
- Designate and activate staff positions as needed
- Establish or maintain communications with Supervisor and EOC/IC

Supervises:

- Communications Unit

Reports to:

- Shelter Manager

Partner Agencies:

- Telephone and wireless providers
- Law enforcement
- Fire Departments
- Amateur Radio Emergency Service (ARES)
- US Postal Service
- Volunteer Organizations Active in Disasters (VOAD)

Initial Response

- Establish a work station in the Shelter Command Post, Security Station or Logistics Center
- Document all key activities and decisions in an Activity Log
- Review and update the Incident Communications Log
- Check in staff as they arrive and distribute Job Action Sheets (JAS)
- Inventory and assess all available communications equipment
- Hold Initial Staff Briefing
- Determine or verify all radio channels assigned for the response

- Distribute hand held radios
- Conduct radio checks on all portables
- Receive immediate shelter needs requests from Shelter Manager/Supervisor/IC/EOC
- Assist with setting up shelter
- Establish communications with Finance Manager to coordinate procurement of goods and services
- Confirm set-up with Supervisor

Daily Shelter Operations

- Maintain situational awareness and communications with Operations/EOC. Use runner/observers if necessary
- Provide and maintain both internal and external communications systems for the shelter
- Receive and address communications requests
- Support the IC/Shelter Manager/PIO/Security before, during and after visits by high level dignitaries.
- Provide additional communication assets and connections, i.e. cell phone connectivity; high-speed internet access; etc., as available and situation allows.
- As directed by the IC/Shelter Manager/PIO/Security provide Media support
- Document all key activities and decisions in an Activity Log
- Document all messages on Incident Message form and provide a copy to the Service Branch Leader
- Determine daily and next Operational Period Resource and Staffing needs for the operations
- Monitor staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
- Hold shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
 - Emphasize the importance of documenting everything, especially injuries and complaints
 - Sign in/out Staff
 - Discuss needs or concerns for the next shift
 - Create update for the Supervisor/IC
- Ensure planning for the next operational periods
- Re-assign staff that are not needed
- Re-assign equipment that is not needed

Shelter Closing

- Receive closing orders from Shelter Manager
- Brief staff on closing and forms collections
 - Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents
 - Hot Wash: What went well; what needs improvement
 - After Action Process and Report
 - Review and revise Shelter Plan

- Create a Closing/Demobilization Plan
- Include a list of voluntary agencies and individuals to be thanked
- Pack excess supplies as they become unnecessary
- Ship extra supplies to other shelters, return or donate
- Assist with clean up and equipment return
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)
- Participate in the After Action Report process, including identification of areas that need improvement

Information Associate**Position Summary**

The Information Associate is a member of the Communications Team. This position keeps shelter clients and staff informed and aware of recovery matters.

Major Tasks

- Post shelter identification and information outside and inside the shelter, as appropriate.
- Ensure that signs are replaced as they deteriorate.
- Brief other shelter staff so that they are prepared to answer client questions.
- Arrange for a television or radio and a daily newspaper, if possible, so residents can get information about current disaster conditions.
- Work to dispel rumors.
- Remove all interior and exterior signage when the shelter closes.

Shelter Functional Needs Services Support Advisor (FNSS)

Position Summary

Works with partner agencies to ensure that individual daily functional needs are being addressed; works to ensure dietary, limited mobility, limited hearing, languages, etc., needs, including ADA compliance, are met; works with Shelter Manager, Logistics Manager to ensure that shelter set-up and supplies meet access and functional needs of shelter clients

Initial Planning Actions

- Plan for a shelter operation health and safety with the Shelter Manager or Incident Command/EOC
- Appoint Staff as needed
- Review FNSS shelter policies and procedures [under development]
- Participate in the initial shelter walk-through/assessment to identify FNSS and Universal Design Issues:
 - Minimum 40 sq. ft. per person; 60 sq. ft. per person for individuals with Medical and/or Functional needs.
 - Ramps, smooth floors, wide doorways
 - Aisles at least 32–36” wide and marked with tape
 - Signs (pictograms, multiple languages, large print, simple fonts, etc.)
 - Handicapped toilet, sink, shower
 - Adequate lighting
 - Chairs with arms
 - Handicapped (high and wide) cots
 - Space for walkers and wheelchairs
 - Quiet area for autism, elderly, small children
 - Special diets such as allergies, low salt, gluten free, nuts, low fat, vegetarian, etc.
- Identify and address any FNSS issues as soon as practical with Shelter Manager

Supervises:

- Functional Needs Services Support staff
- Interpreter

Reports to:

- Shelter Manager

Partner Agencies:

- Health Services Agency
- Chief of Public Health
- Behavioral Health
- Local Long Term Care (LTC) Facilities
- Voluntary Organizations Active in Disasters (VOAD)

Initial Response

- Conduct Final Pre-Opening Shelter inspection with Shelter Manager or IC
- Contact partner agencies to assist with any FNSS needs
- Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms and Shelter Information and Rules List

- Provide Registration Team with FNSS Intake Form
- Provide Registration Team with Confidentiality Agreement

Daily Shelter Operations

- Monitor staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
- Hold shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
 - Emphasize the importance of documenting everything, especially injuries and complaints
 - Sign in/out staff
 - Discuss needs or concerns for the next shift
 - Create update for the Supervisor/IC
- Track all FNSS issues and requests
- Work to resolve FNSS issues and log how they were resolved
- Obtain Interpreters, American Sign Language / Deaf and Hard of Hearing interpreters:
 - Contact the Health Services Agency.
- Assist with the transition out of the shelter of clients who have functional or support needs.

Shelter Closing

- Coordinate with Health Services Agency and Shelter Manager on shelter closing
- Continue to assist clients with FNSS needs to transfer to their new normal
- Continue to track all FNSS issues and requests
- Assist with clean up and equipment return
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)
- Turn in all logs to Supervisor
- Participate in the After Action Report process, including identification of areas for improvement

Public Health Nurse

Position Summary

Provide low risk, outpatient medical care to shelter clients and Staff; triage, refer and transport high risk or at risk individuals with complex medical needs to standard medical providers; work with Medical Advisor to coordinate standing orders and obtain medications. Provide oversight of all on-site medical staff, including the Behavioral Health Team and Medical Reserve Corps volunteers; assist Shelter Supervisor/IC in completing and maintaining ICS 206 Responder Medical Plan as requested.

Minimum Equipment Recommendations:

- Personal Protective Equipment (PPE)
- Phone
- First Aid Kit
- Flashlight
- Gloves
- Sanitizer
- Sharps container
- Medical waste bag
- Automated External Defibrillator (AED)
- Refrigerator

Initial Planning Actions

- Plan for a shelter medical support operation with the Shelter Manager or Incident Command/EOC
- Determine medical staff needs, equipment and resources based on shelter occupants' needs
- Appoint staff as needed: Activate Medical Team and Behavioral Health Units or contact your local MRC Unit Leader
- Connect with Medical Advisor (physician or Physician Assistant (PA) assigned to shelter for standing orders and medical advice
- Establish connections with local hospitals and medical providers to monitor for disease outbreaks

Supervises:

- Medical Staff
- Behavioral Health Team
- Medical Reserve Corps Volunteers

Reports to:

- Shelter Manager

Partner Agencies:

- Health Services Agency
- Chief of Public Health
- Behavioral Health
- Local hospitals and medical providers
- Medical Reserve Corps

Initial Response

- Set up secure, separate, quiet medical areas, including secure refrigeration for medical supplies and medications
- Hold Initial Staff Briefing and distribute Activity Logs, Resource Request Forms, Medical Log Forms, Policies and Procedures
- Identify and be ready to activate a remote Isolation and Quarantine Area
- Confirm set-up with Shelter Manager and opening time
- Institute Medical Data Tracking System — electronic and/or paper
- Determine durable and consumable medical supplies needed
- Coordinate with Shelter Supply Unit/Logistics to obtain necessary supplies
- Activate Support Network for Disaster Behavioral Health as needed.
- Work with the Shelter Manager to complete and implement ICS 206 — Responder Medical Plan
- Begin operations and triage

Daily Shelter Operations

- Monitor staff for “burn-out” and inappropriate behavior. Report concerns to Supervisor and Medical Unit
- Hold shift change briefings with staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
 - Emphasize the importance of documenting everything, especially injuries and complaints
 - Sign in/out staff
 - Discuss needs or concerns for the next shift
 - Create update for the Shelter Manager/IC
- Triage:
 - Immediate decontamination for chemical, biological or radiological
 - Immediate medical care to stabilize
 - Medical transport to hospital, clinic, or long term care (LTC)
- Connect clients with pharmaceutical resources
- Maintain medical consumables such as batteries, diapers, oxygen, first aid kits,
- Provide access to durable medical equipment: Wheel chairs, walkers, canes, oxygen machines,
- Provide oversight of all shelter medical services, staff, equipment and medical supplies
 - At each shift assess the ability of the Medical Team to safely provide medical services and care
 - Assess, triage and treat as appropriate the low-level medical needs of the shelter occupants
 - Evaluate each client’s past medical history and pre-existing conditions that may have been exacerbated by the emergency or occupancy in the shelter
 - Immediately refer any medical needs that require a higher level of care to medical providers or long term care

- Arrange appropriate transportation to other medical and community resources for further evaluation or care
- Assist clients in understanding how the disaster impacted their health and well-being
- Document everything in accordance with Health Insurance Portability and Privacy Act (HIPPA) guidelines to ensure client confidentiality
- Monitor and complete the Health Record daily and report status to Shelter Manager
- Monitor for population health and injuries
- Monitor for disease outbreaks:
 - Waterborne:
 - typhoid
 - cholera
 - dysentery
 - infectious hepatitis
 - giardia
 - cryptosporidium, etc.
 - Foodborne:
 - hepatitis A
 - salmonella
 - listeria
 - campylobacter,
 - Airborne/Droplets:
 - Measles flu, etc.
 - Screening/sampling for contamination and communicable diseases to prevent outbreaks
- Refer individuals with health needs to appropriate agencies
 - Document number and types of health needs addressed
 - Document numbers of individuals using medical services
 - Document medical care provided
 - Document disposition of shelter clients given care
- Work with shelter staff to ensure FNSS medical needs in shelter are being addressed
- Ensure public health and safety

Shelter Closing

- Hold shelter closing briefing with Medical Team and Behavioral Health Unit
- Continue to monitor Health and Medical status
- Assist with placement of shelter clients to outside medical services or return to their pre-incident medical setting
- Hold staff debriefing meeting and collect all reports and Activity Logs
- Establish registries for long-term monitoring of exposed individuals
- Assist with clean up and equipment return
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)

- Turn in all logs to Supervisor
- Participate in the After Action Report process, including identification of areas for improvement

Shelter Staffing Unit

[Assumption: this function to be handled by the Shelter Services Coordinator as part of the deployment plan.]

Position Summary

Responsible for finding and coordinating enough staff for all shelter positions; responsible for providing Staff support services; responsible for monitoring for staff burnout. Coordinates with Volunteer Manager/Agencies to obtain shelter volunteers

Initial Planning Actions

- Obtain briefing on situational awareness from Shelter Manager or Incident Command/EOC
- Designate and activate staff positions as needed
- As delegated, and in close coordination with the Logistics Manager to avoid duplication of effort, contact partner agencies and organizations to determine available human resources to fill required positions in the shelter.
 - Communicate availability to Logistics Manager via your Daily Activity Log.
- Assign staff to activated positions
- Establish communications with Logistics Manager
- Review staff check-in, credentialing, and screening procedures
- Create a database to record all staff and volunteer hours
- Establish Staffing Policies and Procedures
 - Schedule Staff breaks every 3–4 hours
 - Non-affiliated or credentialed staff will be paired with a mentor at all times
 - Maximum 12 hour shifts, 7 days in a row; with minimum 1 day break
 - Shelter clients are encouraged to volunteer and take a role in daily living activities at the shelter
- Refer interested clients to Volunteer Management for screening, registration and credentialing
- Review available Just-In-Time Training materials (Medical Reserve Corps, ARC, etc.)
- Review the emergency and impact on shelter clients and their stress/needs and special considerations
- Review the Shelter Hierarchy Chart and Chain of Command
- Review Job Action Sheets and Roles and Responsibilities
- Provide copies of the Resource Request form and Activity Log form
- Review staff/volunteer expectations
- Remind staff/volunteers that this is an emergency situation and things are expected to go wrong
- Reinforce the importance of shelter staff/volunteers to the emergency response and the service they are providing
- Emphasize the importance of documenting everything that happens
- Remind Volunteers to ask if they are in doubt about their ability to perform their Job Assignments
- Review Volunteer Management Policies and Procedures:
 - All Volunteers must complete a Volunteer Form and show a government issued photo ID
 - Staff should be affiliated and have a current Sex Offender Registry Information (SORI)/Criminal Offender Record Information (CORI) to work in any occupied shelter area near children/youth or individuals with functional or access needs.
 - Medical volunteers must be affiliated or have their professional licenses verified before serving as Medical Volunteer
 - Volunteers should always act within their training and experience. If not comfortable with an assignment, ask.

- Affiliated volunteers who have proper credentials receive assignments immediately
- Un-affiliated or volunteers who have not be verified will be partnered with a credentialed volunteer at all times
- Volunteers should be affiliated or have a current Sex Offender Registry Information (SORI)/ Criminal Offender Record Information (CORI) to work in any occupied shelter area near children/youth
- Volunteers who handle funds should be directly supervised

Supervises:

- Staffing Unit Staff

Reports to:

- Shelter Service Branch Leader

Partner Agencies:

- Medical Reserve Corps
- Voluntary Organizations Active in Disasters (VOAD)
- Faith Community
- Local Businesses

Initial Response

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- Establish a work station in the Logistics Center location
 - Check in staff as they arrive and distribute Job Action Sheets
 - Hold Initial Staff Briefing
 - Receive immediate shelter staff requests from Logistics Manager
 - Set up Staff Check-in Area at shelter (may be the same check-in station as the Volunteer Check-in)
 - Resource Request Protocols:
 - Resource Request Form received
 - Determine if resource is currently available by checking with Support Branch Leader/Supply Unit
 - Distribute/deliver as available
 - If not available work with Finance Manager/Cost Unit to coordinate purchase
 - Update the Resource Inventory List (maintained by Support Branch Manager/Supply Unit)
 - Confirm set-up with Logistics Manager
 - Accept Affiliated/Credentialed Volunteers (MRC, ARC, etc.) and incorporate into appropriate job/position
 - Confirm credentialed volunteers credentials with responsible agency (MRC, ARC, etc.)
 - Provide staff access to Just-in-Time Training as needed
 - Refer non-credential volunteers to Volunteer Management

Daily Shelter Operations

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- Maintain situational awareness and communications with Operations/EOC. Use runner/observers if necessary
 - Ensure continuous communications with the Logistics Manager
 - Coordinate procurement of goods and services with Finance Manager
 - Prior to each operational period, determine staffing assignments:

- Assignments are based on requirements and operational objectives set by the Shelter Manager/Logistics and Planning Managers.
- Receive screened/credentialed volunteers from Volunteer Management to assign to staff rotation
- Check Staff/Volunteers in and out and provide orientation training
- Monitor for staff burnout and inappropriate behavior
 - Avoid working 2 consecutive shifts or 7 days without at least one full day off
 - Report problems to Shelter Manager and Medical Unit
- Hold shift change briefings with Staff and collect Activity Logs:
 - Situational updates
 - Collect/Distribute Forms:
 - Job Action Sheets
 - Activity Logs
 - Medical Logs
 - Client Count
 - Expense Sheets
 - Inspections, etc.
 - Emphasize the importance of documenting everything, especially injuries and complaints
 - Sign in/out staff
 - Discuss needs or concerns for the next shift
 - Create update for the Supervisor/IC
- Ensure planning for the next operational periods

Shelter Closing

- Receive closing orders from Logistics Manager
- Brief Staff on closing and forms collections
 - Turn in all Forms, Logs, Inspections, Assessments, and other Shelter Forms and Documents
 - Hot Wash: What went well? What needs improvement?
 - After Action Process and Report
 - Review and revise Shelter Plan
- Create a Closing/Demobilization Plan
 - Include a list of voluntary agencies and individuals to be thanked
 - Pack excess supplies as they become unnecessary
 - Ship extra supplies to other shelters, return or donate
- Assist with clean up and equipment return
 - Refresh (clean and sanitize facility and equipment)
 - Repair (if practical)
 - Restore (if able, otherwise replace)
 - Return (borrowed equipment)
 - Replace
 - Remove (trash and broken equipment)
- Participate in the After Action Report process, including identification of areas that need improvement

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