Sheltering Doctrine Update

Sheltering is the Mass Care function where all other functions converge. Shelters provide the broadest range of clients with a comfortable, safe, welcoming environment, with sleeping accommodations in addition to feeding, reunification, Disaster Health Services, Disaster Mental Health Services, Disaster Spiritual Care, Distribution of Emergency Supplies, Casework and Recovery Planning, and access to a host of services provided by partners in the community.

The *Sheltering Standards and Procedures*, *Job Tool: Sheltering Lead*, and *Job Tool: Operating a Shelter*, together, replace the *2013 Sheltering Handbook*.

Purpose

The purpose of this notice is to announce the release of new foundational and technical sheltering doctrine, as well as new and updated forms and job tools. This notice includes:

- A doctrine hierarchy showing how the documents relate to one another.
- A description of the new doctrine format.
- An overview of sheltering guidance updates, including what has been added, modified, and removed.
- An overview of new and updated job tools, forms, and templates, including job tools for NSS job.

Effective Date

The new sheltering guidance is effective with the release of the *Sheltering Standards and Procedures* on August 8, 2016.

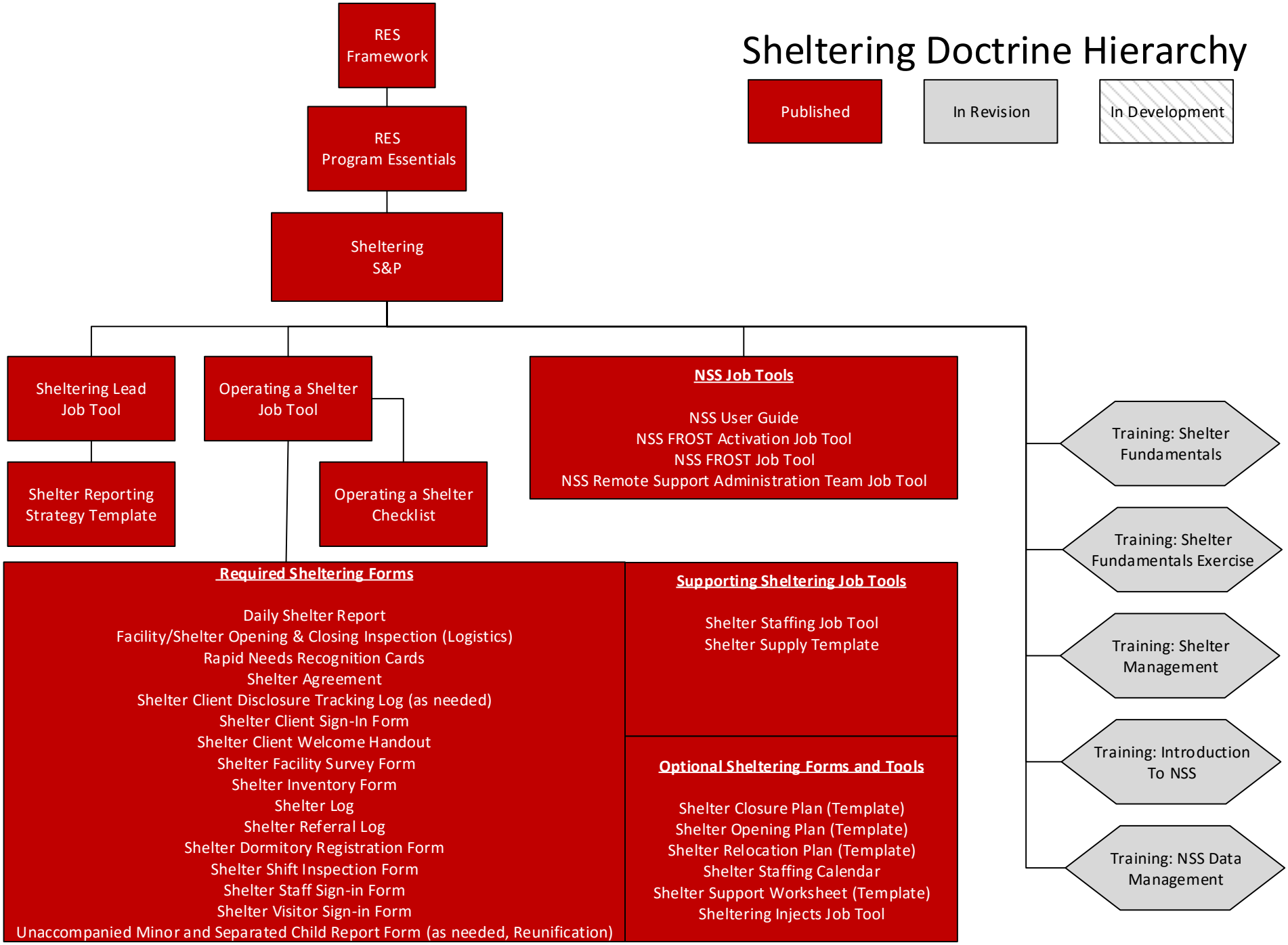
For Further Information

All new and updated sheltering guidance, forms, and tools can be found on the Sheltering Toolkit on The Exchange. Documents that have been retired will be removed from The Exchange.

For further information, questions, and feedback regarding sheltering standards, please contact sheltering@redcross.org.

For technical questions regarding the NSS, please contact nssresource@redcross.org.

Sheltering Doctrine Hierarchy



New Doctrine Format

The doctrine hierarchy is designed to standardize doctrine types, so the workforce knows where to go for each type of information. Standards and procedures are designed for management-level workers, providing an overall view of the process including the policies and standards for which they are accountable. Job tools are for frontline workers and are designed to provide clear, simple tools that are easy to use and reference on the job.

The *Sheltering Standards and Procedures*, *Job Tool: Sheltering Lead*, and *Job Tool: Operating a Shelter*, together, replace the *2013 Sheltering Handbook*.

- The ***Sheltering Standards & Procedures*** provides an overview of the program, establishes standards for sheltering, and provides guidance to regions on preparedness activities related to sheltering.
- The ***Job Tool: Sheltering Lead*** provides guidance for the sheltering workers at the district and operations headquarters. This guidance did not previously exist. It is designed as a checklist followed by additional guidance in end notes.
- The ***Job Tool: Operating a Shelter*** provides tactical guidance for workers in the shelter including the manager, supervisors, and all workers. It follows the flow of resourcing, opening, operating, and closing the shelter followed by more detailed sections on the services provided, staffing, and issue resolution.
    - To support the *Job Tool: Operating a Shelter*, an ***Operating a Shelter Checklist*** has been developed. This checklist provides a quick reference tool for American Red Cross shelter managers to open, operate, and close a Red Cross managed shelter. In the event that a trained shelter manager is not available or is delayed, an individual with little or no previous shelter experience should understand the critical tasks to be accomplished and be empowered to initiate action by following the sequence of items noted in this checklist. The checklist does not serve as a replacement for the prescribed training and experience required to become a Red Cross shelter manager.

The *Shelter Fundamentals*, *Shelter Fundamentals Exercise*, and *Shelter Management* training courses will be updated to include the updates included in this sheltering doctrine release and will reference the new documents.

Sheltering Doctrine Changes

Throughout these sheltering documents, the following information has been removed, added, or modified:

REMOVED	Shelter Agreement (now titled Facility Use Agreement) guidance. This guidance will be provided by Logistics. The regions do not have to change who is completing the agreements with facility owners and there will still be a link to the guidance on the Sheltering Toolkit.
	Shelter Cycle. This was reworked into Sheltering Process Flow.
	"The Three Rs." These were reconceived.
	Accommodating Individuals Needs section. Guidance is now distributed throughout the documents.
	"Mega Shelter" guidance. This guidance is moved to a separate job tool scheduled for future release.
	Guidance specific to LSAP. Security services are requested the same as any other service, if needed.
ADDED	Definitions section in the Standards and Procedures.
	Roles and Responsibilities section in the Standards and Procedures.
	Sheltering Process Flow, replacing the Shelter Cycle, in the Standards and Procedures.
	Regions are allowed to welcome assistance animals into shelters.
	NSS Guidance, including how to record Warming and Cooling Centers.
	Sheltering Program Principles.
	Clearly identified standards in the Standards and Procedures, and highlighted in the *Job Tool: Operating a Shelter*.
MODIFIED	Changed "shelter operations manager" term to "sheltering lead."
	Changed "spontaneous volunteer" term to "event-based volunteer."
	Intake and Assessment Tool/Registration Intake Tool incorporated into *Dormitory Registration Form* and *Rapid Needs Recognition Cards*.
	Unaccompanied minor and separated child process.
	Shelter Management Models - "supported" is now part of "partner-managed."
	Defined and grouped core services and situational services.
	Clarified shelter population count procedures, including the role of External Relations.
	Demographics required for ALL shelters.
	Registration required for dormitory only.
	Reception greets clients and directs them to services.
	Guidance and reference job tools, sheltering forms, and NSS tools have been updated or developed to support changes in procedures and facilitate ease of use while maintaining

	a focus on the clients.

Job Tools and Forms

Sheltering Job Tools

The following table lists all **Sheltering Job Tools**, sorted by their former name, the new job tool name, including notes regarding any changes to that form.

Former Name	Job Tool Name	Change Notes
	Job Tool: Sheltering Lead	**Required Guidance Document** - Provides guidance for the sheltering workers at the district and operations headquarters. This guidance did not previously exist. It is designed as a checklist followed by additional guidance in the end notes.
	Job Tool: Operating a Shelter	**Required Guidance Document** - Provides tactical guidance for workers in the shelter, including the manager, supervisors, and all workers. It follows the flow of resourcing, opening, operating, and closing the shelter followed by more detailed sections on the services provided, staffing, and issue resolution.
Shelter Staffing Template	Job Tool: Shelter Staffing	**Required Reference Document –** All shelters. Job tool created using an updated copy of the former Shelter Staffing Template and a corresponding planning table that includes client to staff ratios. The tables are preceded by considerations for deciding exact staffing in an actual shelter.
Shelter Supply Template	Job Tool: Shelter Supply Template	**Required Reference Document –** All shelters. Job tool created using an updated copy of the former Shelter Supply Template.

Forms and Templates Job Tools

All updated forms are in a job tool format. Each form includes line-by-line instructions and a quick-guide, followed by the form. When mass-producing forms, only the forms need to be printed. For example, a worker prints one copy of the complete job tool for their instruction and prints the last page, the actual form, multiple times for use in the shelter.

The following table lists all sheltering **forms and tools**, sorted by their former name, the new job tool name, and notes regarding any changes to that form.

Former Name	Job Tool Name	Change Notes
Daily Shelter Report	Daily Shelter Report	**Required Form – All Shelters.** Reformatted all sections. Shelter population includes age demographic breakdown. Counts for feeding and Distribution of Emergency Supplies included in operational reporting format.
Disclosure Tracking Log	Shelter Client Disclosure Tracking Log	**Required Form – As Needed.** Purpose of Disclosure and Information Disclosed sections swapped to allow more room to list the disclosed information.

Former Name	Job Tool Name	Change Notes
Facility/Shelter Opening & Closing Inspection	Facility/Shelter Opening & Closing Inspection	**Required Form – All Shelters.** A Logistics/Facilities form – unchanged.
Mega Shelter MOU Template	Mega Shelter MOU Template	**Optional Document -** Not updated as of this release.
Partner Welcome Letter	n/a	**Deleted**
Registration Intake	n/a	**Deleted**. Incorporated into the **Shelter Dormitory Registration Form** and **Shelter Rapid Needs Recognition Cards.**
Shelter Agreement	Facility Use Agreement	**Required Form – All Shelters.** The Shelter Agreement is incorporated into the Facility Use Agreement, a Logistics/Facilities form.
Shelter Facility Survey	Shelter Facility Survey Form	**Required Form – All Shelters.** No change with this release.
Shelter Inventory	Shelter Inventory Form	**Required Form – All Shelters.** Checkboxes added to the top to indicate property owner; property owner column removed from the table. Checkboxes added to the top to indicate the area of the shelter inventoried.
Shelter Log	Shelter Log	**Required Form – All Shelters.** Indicator boxes added at the top to select general log or manager's log. Name added to Date & Time column to make more room for the log entry.
Shelter Media Sign in Sheet	Shelter Visitor Sign-In Form	**Required Form – All Shelters.** Visitor and media sign-in forms combined.
Shelter Registration Form	Shelter Dormitory Registration Form	**Required Form – All Shelters.** Now required only for dormitory registration. Top section of the form replaces the Registration Intake/Intake and Assessment Tool. Two observations and two questions designed to quickly identify immediate needs with directions on how to refer. Includes space to record number of individuals in each age group. Added column to indicate if individuals want to volunteer in the shelter. Added question to indicate if anyone in the household is a veteran. Question regarding requirement to register with government expanded to cover anyone in the household. “Yes” and “No” indicators added to confidentiality statement to clarify the signer's intent.
Shelter Resident Information	Shelter Client Welcome Handout	**Required Form – All Shelters.** Reformatted and reworded to be welcoming and client-focused.
Shelter Shift Inspection	Shelter Shift Inspection Form	**Required Form – All Shelters.** Reformatted and reworded to include a focus on accessibility.
Shelter Staff Sign-in/Out Sheet	Shelter Staff Sign-In Form	**Required Form – All Shelters.** Hours worked and lodging and transportation added to the form to assist in worker transportation arrangements, calculating future client-staff ratios, and supporting cost-share during federally declared disasters. Form now required to be used and submitted when the shelter closes.
Shelter Staffing Calendar	Shelter Staffing Calendar	**Optional Form.** No significant changes. Reformatted to include instructions.
Shelter Support Services Agreement for Community Agencies	n/a	**Deleted**

Former Name	Job Tool Name	Change Notes
Shelter Visitor Sign-in Sheet	Shelter Visitor Sign-In Form	**Required Form – All Shelters.** See Shelter Media Sign-in Sheet
Unaccompanied Minors Report Form	Unaccompanied Minor and Separated Child Report Form	**Required Form – As Needed.** The Unaccompanied Minor and Separated Child Report form has been updated and the process has been expanded.
	Shelter Client Sign-In Form	**Required Form-** New form for tracking clients who enter and leave the shelter.
	Shelter Closure Plan	**Optional Template –** Provides an organized method of planning the coordinated closure of a shelter.
	Shelter Opening Plan	**Optional Template –** Provides an organized method of planning the coordinated opening of a shelter.
	Shelter Rapid Needs Recognition Cards	**Required Form-** Wallet cards that have the two observations and two questions workers can use to rapidly recognize every client's needs in the reception area and as needed throughout the shelter.
	Shelter Referral Log	**Required Log –** Form to record needed referrals to DHS, DMH, or the shelter manager, if those groups are not immediately available.
	Shelter Relocation Plan	**Optional Template –** Provides an organized method of planning the coordinated relocation of a shelter.
	Shelter Reporting Strategy Template	**Optional Form –** Form used to record the Shelter Reporting Strategy. Form may be used as a guiding template.
	Shelter Support Worksheet	**Optional Template -** New planning tool for outlining responsibility agreement with partner agencies.

NSS Job Tools

The following table lists all NSS **doctrine and tools**, sorted by their former name, the new job tool name, and notes regarding any changes to that form.

Former Name	Job Tool Name	Change Notes
NSS User Guide	NSS User Guide	**Required Document –** As needed. Updated to provide comprehensive technical guidance.
	NSS FROST Job Tool	**Required tool –** As needed. New tool to provide guidance on the role of the FROST lead and FROST member, their responsibilities and authorities.
	NSS FROST Activation Job Tool	**Required tool-** As needed. New tool to provide instructions for how to activate FROST.
	NSS Remote Support Administration Team Job Tool	**Required tool –** As needed. New tool to provide guidance on the role of ReSAT and their responsibilities and authorities.