

Shelter Guidance Aid and Shelter Staffing Matrix

October 2010



Contributing Organizations

**American Red Cross
Dallas Convention Center
Federal Emergency Management Agency
International Association of Venue Managers
State of California
State of Florida**

Sheltering Guidance Aid, October 2010

Part 1 – Introduction and Background

Introduction

This Aid assists emergency managers and those responsible for incident command in analyzing, planning and determining what details may need to be considered when deciding to use a facility for the purpose of sheltering a population affected by an emergency, incident or disaster. It is intended as a general mass care advisory document for sheltering operations from a multi-agency perspective. Use of this document gives emergency managers, responders and spontaneous sheltering entities a facility and staffing picture for minimum requirements for opening shelters under the various conditions they might face. These recommendations are based on insights provided by several agencies' subject matter experts'.

This guide reinforces different concepts of sheltering and provides a basis for establishing standard terminology to describe types of shelters including 'sheltering in place', temporary evacuation points, emergency shelters, standard short term shelters, and long term or mega-shelters. This guide is designed to be a companion document to a spreadsheet entitled "Shelter Staffing Matrix," included in this document. The Matrix provides general staffing guidance for those interested in pursuing the details of congregate shelter operations.

Advance preparation for mass care sheltering involves the coordination of facilities, equipment and supplies, and the people who establish and sustain the shelter operation. The FEMA NIMS resource typing definitions serve as a catalog of defined resources, many of which are intended to be useful when a sheltering facility is opened for operations during an incident. One very important area of resource typing was the development of a shelter management team for general care / mass care populations. Of equal importance is the consideration given in advance to the type of shelter facility to house the general population and the shelter team deployed to the site.

This guide compliments the FEMA process for determining what personnel and equipment are commonly requested and deployed during disasters through mutual aid agreements and the Emergency Management Assistance Compact (EMAC). FEMA continues its efforts to define minimum personnel qualifications for key positions within the mass care community. The Resource Definition Tables (for teams and equipment) as well as the Job Title Charts are two separate documents which serve to supplement the information contained within this Aid. The most current versions of these documents are available at: <http://www.fema.gov/emergency/nims/ResourceMngmnt.shtm>.

Background

Local and state jurisdictions often have difficulty identifying or being able to describe when or adequately discern that a facility contains the necessary criteria and resources to operate a particular kind of shelter, for a particular duration of time, and for a given disaster/event.

This Aid provides a table of considerations that can be applied when choosing the types of facilities to be used for mass care sheltering. The choice and use of a particular facility often is dependent upon the objectives for providing shelter, the number of persons who may reside in the shelter, the characteristics of the event/incident, the availability and kinds of services that may be offered, etc.

There are many details to consider when selecting a facility for sheltering. Among them are: the supporting infrastructure (e.g. water, sanitation), kitchen, electric/generator support, HVAC, parking/transportation, security, food services such as Field Kitchens or Mobile Kitchens and teams of

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people to manage and operate these kitchens at the shelter. It may become necessary to turn to local resources to fill the gaps of any facility that is selected.

This guidance document does not directly address providing support for individuals with disabilities or functional needs, but rather addresses issues relevant to general sheltering operations. For more information on functional support, refer to the FEMA Functional Needs Support Services guidance document, the Department of Justice, Americans with Disabilities Act (ADA), and the Checklist for Emergency Shelters (<http://www.ada.gov/shleterck.htm>).

Part 2 – Shelter Facilities

Shelter Table

The following table provides details to be considered when sheltering the general population. Some of these considerations are important to deciding on the kind of facility to be used as a shelter.

In the table, “Shelter-In-Place “ and/or “Temporary Evacuation Point” represent a means of seeking refuge from a hazard event (either pre- or post- impact) prior to the determination of need for, or establishment of shelter operations to provide shelter to the general public. They are included to provide a standard terminology and to reflect the need for planners to consider the impact on potential need for shelter operations by people sheltering-in-place and or assembled at temporary evacuation points, and/or the services and staffing necessary to support individuals seeking shelter in these settings.

FACILITY DETAILS FOR CONSIDERATION

KIND OF SHELTER NEEDED	INTENT / PURPOSE OF THE SHELTER	SPACE CONSIDERATIONS	SANITATION CONSIDERATIONS (PER DAY)	FEEDING AND LOGISTIC SUPPORT CONSIDERATIONS
Shelter In Place	Populations that are directed to remain in their existing/current living accommodations due to an incident or an event.	Home, current living accommodation or present location.	Contingent upon current location.	Contingent upon current location.
Temporary Evacuation Points	A safe staging area utilized for durations typically of several hours for populations that will be or have been displaced by an incident or an event.	May be open – not controlled or defined facility areas. Example: Parks, commercial or public facilities, parking lots.	<ul style="list-style-type: none"> • 1 toilet per 40 persons • Showers – N/A • Hand wash sink – 1 per - 120 • 30 Gallon trash container with lid/plastic liner is recommended per 10 persons. 	Sufficient food supply and logistics support to provide snacks, hydration and sanitation for population (reference typed resource definition tables for the Mobile Kitchen and Field Kitchen Units).
Emergency Evacuation Shelters	A safe congregate care, environmentally protected facility utilized for durations typically not to exceed 72 hours by populations displaced by an incident or event.	20 square feet per person (dormitory - area)	<ul style="list-style-type: none"> • 1 toilet per 40 persons. • 1 shower per 72 persons. • 1 hand wash sink per 20 persons. • 5lbs of dry waste disposal capability per person. • Laundry capabilities meet demands of 33% of population. • 1.5 Gallons of sewage disposal capability per person. 	Sufficient supply and area to feed population using two shifts (seating) per meal, serving two meals plus snacks / hydration to each person per day.

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KIND OF SHELTER NEEDED	INTENT / PURPOSE OF THE SHELTER	SPACE CONSIDERATIONS	SANITATION CONSIDERATIONS (PER DAY)	FEEDING AND LOGISTIC SUPPORT CONSIDERATIONS
Standard / Short Term Shelter	A safe congregate care, environmentally protected facility utilized for durations typically not to exceed 2-weeks by populations displaced by an incident or event.	40 square feet per person (dormitory-area) Additional space will be required for individuals requiring Functional Needs Support Services	<ul style="list-style-type: none"> • 1 toilet per 20 persons. • 1 shower per 48 persons. • 1 hand wash sink per 20 persons. • 5lbs of dry waste disposal capability per person. • Laundry capabilities meet demands of 33% of population. • 1.5 Gallons of sewage disposal capability per person. 	Sufficient supply and area to feed population using two shifts (seating) per meal, serving two meals plus snacks / hydration to each person per day.
Long Term / Mega Shelter (Scope of services)	A safe congregate care, environmentally protected facility utilized for durations typically longer than 2-weeks for populations displaced by an incident or an event. The focus of this kind of shelter is not on the number of people sheltered but on the need for additional or supplemental services due to the extended period individuals will be sheltered.	60-80 square feet per person as needed (dormitory area); personal space 40 square foot per person	<ul style="list-style-type: none"> • 1 toilet per 20 persons. • 1 shower per 25 persons. • 1 hand wash sink per 20 persons. • 5lbs of dry waste disposal capability per person. • Laundry capabilities meet demands of 33% of population. • 1.5 Gallons of sewage disposal capability per person. 	Sufficient supply and area to feed population using two shifts (seating) per meal, serving two meals plus snacks / hydration to each person per day.

Notes for Facilities

These guidelines are recommendations and not requirements. Use of a specific facility as a shelter (see “Kind of Shelter Needed” above) requires the consideration of available resources and the identification of potential gaps. These additional considerations may include whether or not:

- The facility is accessible as defined in relevant government regulations, e.g. Americans with Disabilities Act (ADA)
- At least one toilet is handicap accessible. A double wide portable unit usually meets this need. Toilet details in the above table are based on the allocation of 60% women, 40% men.
- Shower resources are available
- Laundry services are available (either onsite and offsite pickup)
- Electrical power, lighting and generator supports are available.
 - If utility-provided power is available, back-up generation may not be needed. The facility may have an operable transfer switch and back-up generation may be operable.
 - The building may be wired with an existing transfer switch or may have a generator interconnect for connection to a portable generator. Panel requirements are needed to specify appropriate generator.
 - There may be no existing transfer switch; however, a generator having full capacity to provide building power may be available. Building power may be electrically isolated from the utility system and temporarily connected directly to generator (requires assistance from local electric utility provider). Building panel requirements are needed to specify appropriate generator.
 - Portable generators and drop cords may be used to provide temporary power for lighting or other small loads (generator is NOT interconnected with existing building wiring).
- Heating, Ventilation and Air Conditioning (HVAC) is available. Heat ventilation and air conditioning considerations should be based on seasonal and climate conditions and the total

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occupancy planned for the facility. The non-traditional use of a building may require additional HVAC capability/capacity while serving as a shelter.

- A "refuge of last resort" typically is a "last ditch" option for people who have been unable, through choice or circumstance, to evacuate the risk area before or after a disaster incident. These facilities provide a place for people to seek protection from the elements, but they are not shelters. Usually they do not provide food, drink, sleeping accommodations or other services people associate with a shelter environment. While planners may identify facilities to serve as a refuge, public messaging regarding the availability of a "refuge of last resort" should only be provided once it is unsafe to travel to a shelter, and should not necessarily be communicate pre-event.

Part 3 - Shelter Staffing and Structure

Shelter Team Functions

Shelters are staffed by shelter teams. The size and composition of the shelter team is dependent on the kind of shelter and the number of individuals sheltered in the facility. The tasks performed by a shelter team are divided into Core Functions and Situational Functions.

Core Functions. Core or "base" functions do not apply to Shelter in Place and Temporary Evacuation Points. These functions include:

- Shelter Facility Management
- Client Registration
- Dormitory Management
- Feeding/Meal Service
- Professional Public Health
- Mental Health

While these functions are the standard activities, they can be mixed for staffing purposes. For example, dormitory workers can be used for feeding/meal service or for registration as demand shifts to keep overall staffing requirements to a minimum.

Situational Functions. Situational Functions apply only to shelters expected to operate for more than 72 hours and are divided into two types: Facility/Logistics Support Functions and Resident Services & Support Functions.

FACILITY/LOGISTICS SUPPORT FUNCTIONS	RESIDENT SERVICES & SUPPORT FUNCTIONS
<ul style="list-style-type: none">• Janitorial/Services/Waste/Sanitation• Logistics Support• Security and Building Access• Information Technology• Building Maintenance and Engineer• Private Sector Coordination• Public Information/Media Relations/Public Affairs• Parking and Traffic Control• Donations and Volunteer Management	<ul style="list-style-type: none">• Children/Respite• Household Pet• Spiritual Care• Access Control• Recovery and Messaging/Reunification• Laundry• Client Transportation• Volunteer Management• Postal Services• Information Technology• Logistical Support• Media support

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These functions are generally delivered through local or specific organizational resources and are not part of a shelter management team assigned to a shelter. The shelter management team oversees these efforts by coordinating with Multi Agency Coordination Systems (MACS), nongovernmental organizations or private sector entities. In scaling for these support functions keep in mind a rule of thumb that each individual will need 1 gallon water / day, will generate 1.5 gallons of human waste for sewage into local system or portable units with service needs, will generate 5 pounds of solid trash waste that will need service disposal and will need two hot meals a day. Detailed guidance for long term/mega-shelters may be found in the International Association of Venue Managers / American Red Cross's Mega-Shelter Planning Guide. The considerations of the planning guidance may assist and be applied to shelter operations in general. This Guide is located at: http://www.iaam.org/CVMS/mega_sheltering.asp.

Shelter Staffing Matrix

The Shelter Staffing Matrix is a spreadsheet designed to be used in conjunction with this document. The Matrix identifies shelter staffing requirements, by Core or Situational function, for each kind of shelter listed in the Table in Part 2 of this Aid. The Matrix recognizes that separate crews are not needed for each shelter function and are combinable or assignable for certain functions within span of control considerations.

The staffing requirements in the Matrix focus on the general or specific shelter populations and not medical needs shelters. Those sheltered with functional needs will receive personal assistance services within the shelter or through a collaborative effort between a Shelter Management Team and Health Services and/or other support agencies that should be identified through local emergency operations plans.

There may be resource gaps identified and/or considered when deciding to use specific personnel/teams for the purposes of sheltering. These additional considerations may include:

- Staffing levels for workers need to be higher during the start of operations for a shelter.
- Staffing levels assigned to different shifts need continuous review to meet service needs and situational demands of the shelter population.
- Certain resources and service providers may be shared between multiple shelter facilities.

Requesting Shelter Teams

Emergency managers who require shelter staffing support should request shelter teams as opposed to numbers of individuals. The resource request should identify the kind of shelter that the team will manage as well as the expected population of the facility.

Part 4 – Updates and revisions to the Shelter Guidance Aid

The intent of the creators of this document was to update and revise the Aid based on experience from users and practitioners in the field. Comments and suggestions should be directed to:

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SHELTER STAFFING - METRIC TABLES

Function Area	Long-term / Mega-Shelters A safe congregate care, environmentally protected facility utilized for durations typically not to exceed 2-weeks by populations displaced by an incident or event.				
Per Shift	Based on 1,000 residents, NOTE: ► Staffing is for 1 shift, daytime hours of shelter's operation. ► Night shift needs supervisory and worker staffing based on activity level and situation.			Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent.	
	Management Team	Supervisor	Worker	Scaling Factor per population	Notes:
Core					
Shelter / Facility Management	► Management staffing is reflective of day shift.				
Shelter Manager	1				1 Shelter Manager I, per facility, with overall responsibility
Assistant Shelter Manager	1				1 Assistant Shelter Manager per shift;
Executive Assistant			1		1 Administrative support person per facility
Client Registration [1]		1	6	1:165, min 1	► Workers include a lead, typically 1 per 9 workers
Dormitory Management [1]	1	1	10	1:100, min 1	► Workers include a lead, typically 1 per 9 workers
Meal Service Feeding [1]	1	1	9	1:110, min 1	► Staffing is for food serving only, food preparation is not included; ► Workers include a lead, typically 1 per 9 workers
Mental Health / Crisis Counseling Services	1	1	4	1:250, min 1	► Accredited professional, {reference other documents and requirements of AHJ} ► Workers include a lead
Public Health, Medical Health Services		1	5	1:200, min 1	► Accredited professional, {reference other documents and requirements of AHJ} ► Workers include a lead







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Per Shift	Based on 1,000 residents, NOTE: ▶ Staffing is for 1 shift, daytime hours of shelter's operation. ▶ Night shift needs supervisory and worker staffing based on activity level and situation.				Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent.
	Management Team	Supervisor	Worker	Scaling Factor per population	Notes:
Resident Services & Support	1				▶ Management staffing is for oversight and coordination of Resident Services & Support functions ▶ Daytime shift only
Children's Areas		2	15	1:8 children, average, Min 4	▶ This staffing ratio is dependent on age of children and their emotional & behavioral needs. ▶ Other staff may be needed dependent on additional children's areas and services provided. ▶ Assume 25% of population are children and that no greater than 50% of children will require care at one time ▶ Scope of service is to provide temporary respite care for general population shelters, for day shift
Household Pet Sheltering Coordination		1			▶ Activity, situation, and length dependent, ▶ Defer to organization or agency tasked with responsibility
Spiritual Care Services		1	1	1:1000, min 1	▶ Accredited professional
Recovery Information and Resident Messaging			1	1:1000, min 1	▶ Coordinate briefing by incident personnel, access to information
Family Reunification		1	1	1:500, min 1	▶ Probably 1 supervisor (not per shift); coordinate to welfare inquiry, technology systems
Entertainment/Recreation				as appropriate	▶ Duty of dormitory workers, dependent on resources available
Laundry Service			1	as appropriate, min 1	▶ Assume off site service, assisted by dormitory worker
Client Transportation		1		as appropriate	▶ Probably 1 supervisor (overall, not per shift); ▶ Activity, situation, and length dependent
Distribution of Goods			3	1:350, Min 1	▶ Activity, situation, and length dependent
Postal Service				Min 1	▶ Activity, situation, and length dependent;

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Per Shift	Based on 1,000 residents, NOTE: ▶ Staffing is for 1 shift, daytime hours of shelter's operation. ▶ Night shift needs supervisory and worker staffing based on activity level and situation.				Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent.
	Management Team	Supervisor	Worker	Scaling Factor per population	Notes:
Facility / Logistics Support	1				▶ Management staffing is for oversight and coordination of Facility / Logistical Support functions; ▶ Daytime shift only
Janitorial Services / waste - Sanitation management		1	4	1:200, min 1	▶ Workers include a lead, typically 1 per 9 workers
Logistical Support (supplies)/Dock Management		1	2	1:500, min 2	▶ This staffing only supports the dock at venue
Security and Building Access Control		1	10	1:100	▶ Security staffing is a combination of building security, crowd management, and Law enforcement; ▶ Security needs to include, door guard, admission etc. A review of facility, resident demographics, and operations is necessary to determine appropriate staffing numbers; ▶ Workers include a lead, typically 1 per 9 workers
Information Technology		1	1	as appropriate, min 1	▶ Probably 1 supervisor (overall, not per shift); ▶ Hardware, software, telephone com, cell phone; ▶ Workers and support services staffed on an on-call or as needed basis
Building Maintenance and Engineering (Large Facilities)			1	Min 1	▶ Facility size and system dependent
Public Information/Public Affairs/Media Relations				as appropriate, probably 1 at startup	▶ By Manager on Duty (MOD); ▶ Activity and situation dependent
Parking and Traffic Control			1	as appropriate, min 1	▶ Law enforcement or staff support through EOC, ▶ Facility size and traffic flow dependent
Donations & Volunteer Management			1	as appropriate, min 1	▶ Responsibility typically tasked to local agency for oversight and coordination; ▶ Probably 1 lead worker (not per shift) on site; ▶ Activity and situation dependent
Private Sector Coordination				as appropriate	▶ By MOD, activity and situation dependent
Totals,	7	15	78		Daytime shift, all functions

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Per Shift	Based on 1,000 residents, NOTE: ► Staffing is for 1 shift, daytime hours of shelter's operation. ► Night shift needs supervisory and worker staffing based on activity level and situation.			Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent.	
	Management Team	Supervisor	Worker	Scaling Factor per population	Notes:
<u>Color Codes and Notes:</u>					
 Shelter Management Team					
 Core Shelter Worker Team; worker and/or leads can be local personnel or brought in					
 Shelter staff or support service/agency resources, usually available locally					
 Building staff or support service; available locally, in most situations					
 Support function not active for this shelter type					
 Management by Shelter / Facility Manager on Duty					
<u>Notes:</u>					
[1] Interchangeable workers for Shelter Dormitory, Registration and Feeding services, don't need totally separate crews, just leadership span of control considerations.					
<u>Assumption:</u>					
1 For 24 hour operation requires two 12 hour shifts - per 1000 person occupancy reference					

SHELTER STAFFING - METRIC TABLES

Function Area	Standard Short-Term Shelters A safe congregate care, environmentally protected facility utilized for durations typically not to exceed 2-weeks by populations displaced by an incident or event.					
Per Shift	Based on 200 residents, NOTE: ► Management Team is for Shelter; ► Supervisor and Worker Staffing is for 1 shift. For Total Staffing multiply by number of shifts used.					Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent; For General Population Shelter ► Response staffing is for startup of shelter operations ► Operations staffing is steady state occupancy
	Management Team	Supervisor	Worker Response	Worker Operations	Scaling Factor per population	Notes:
Core						
Shelter / Facility Management						► Worker is administrative support person
Shelter Manager	1					1 Shelter Manager II, per facility, with overall responsibility
Assistant Shelter Manager	1					1 Assistant Shelter Manager per shift;
Executive Assistant			1		1	1 Administrative support person per facility
Client Registration [1]		1	1	1	1:165, min 1	► Workers include a lead, typically 1 per 9 workers ► Adjust staffing level for control of line length during response phase
Dormitory Management [1]			2	2	1:100, min 1	► Workers include a lead, typically 1 per 9 workers
Meal Service Feeding [1]			2	2	1:110, min 1	► Workers include a lead, typically 1 per 9 workers
Mental Health / Crisis Counseling Services			1	1	1:250, min 1	► Accredited professional {reference other documents and requirements of AHJ} ► Worker includes a lead ► Worker maybe optional during operations based on situation
Public Health, Medical Health Services			1	1	1:200, min 1	► Accredited professional {reference other documents and requirements of AHJ} ► Worker includes a lead ► Adjust staffing level for control of line length during response phase ► Worker may be optional during Operations based on situation

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Per Shift	Based on 200 residents, NOTE: ► Management Team is for Shelter; ► Supervisor and Worker Staffing is for 1 shift. For Total Staffing multiply by number of shifts used.					Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent; For General Population Shelter ► Response staffing is for startup of shelter operations ► Operations staffing is steady state occupancy
	Management Team	Supervisor	Worker Response	Worker Operations	Scaling Factor per population	Notes:
Resident Services & Support						
Children's Areas			4	2	1:12 children, average	► Recommended staffing ratio vary by ages Toilet trained -5 years: 1:5 children 5 years - 9 years: 2:20 children 10 years - 12 years: 2:25 children 13 years - 18 years: 1:13 children ► Assume 25% population is children and that greater than 50% of children will require care ► Temporary respite care scope for general shelter, day shift
Household Pet Sheltering Coordination						► Support provided by local service or organization
Spiritual Care Services			1		1:1000, min 1	► Accredited professional {reference other documents and requirements of AHJ}
Recovery Information and Resident Messaging			1		1:1000, min 1	► Coordinate briefing by incident personnel, access to information
Family Reunification			1		1:500, min 1	► Coordinate to welfare inquiry, ► technology systems ► Support service or assistance though EOC
Entertainment/Recreation					as appropriate	► duty of dormitory workers, ► dependent on resources available
Laundry Service			1	1	as appropriate, min 1	► Assume off site service, ► Length of shelter operation dependent ► Consider location / proximity ► Assisted by dormitory worker
Client Transportation					as appropriate	► Coordinated by Manager on Duty with EOC to/with local resource/service
Distribution of Goods						
Postal Service						

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Per Shift	Based on 200 residents, NOTE: ► Management Team is for Shelter; ► Supervisor and Worker Staffing is for 1 shift. For Total Staffing multiply by number of shifts used.					Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent; For General Population Shelter ► Response staffing is for startup of shelter operations ► Operations staffing is steady state occupancy
	Management Team	Supervisor	Worker Response	Worker Operations	Scaling Factor per population	Notes:
Facility / Logistics Support						
Janitorial Services / waste - Sanitation management		1	1	1	1:200, min 1	
Logistical Support (supplies)/Dock Management					1:500, min 1	► This staffing only supports the dock at venue ► Specific staffing not required at base level, performed as a duty of general workers.
Security and Building Access Control		1	2	2	1:100, min 1	► Building security and crowd management min 1; per NFPA Life Safety Code 101 ► Security Supervisor could be by Manager on Duty; Size, situation, and demographics dependent ► Security needs to include, door guard, admission etc. A review of facility to determine appropriate staffing numbers ► Non building resources requested through EOC
Information Technology			1	1	as appropriate, min 1	► Hardware, software, telephone com, cell phone ► Worker maybe optional during Operations based on situation
Building Maintenance and Engineering (Large Facilities)			1	1	Min 1	► Facility size and mechanical systems dependent ► Worker may be optional during Operations based on situation
Public Information/Public Affairs/Media Relations					staff at 500 residents or greater	► Consider need for POI at start up, based on intensity or activity ► Responsibility of Manager on Duty if not staffed
Parking and Traffic Control					as appropriate to location	► By Manager on Duty , ► LE or staff support through EOC, ► facility size and traffic flow dependent
Donations & Volunteer Management					as appropriate to situation	► By Manager on Duty , ► Activity and situation dependent
Private Sector Coordination					as appropriate to situation	► By Manager on Duty , ► Activity and situation dependent
Totals,	2	3	21	16		for daytime shift, all functions

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Function Area	Standard Short-Term Shelters A safe congregate care, environmentally protected facility utilized for durations typically not to exceed 2-weeks by populations displaced by an incident or event.					
Per Shift	Based on 200 residents, NOTE: ► Management Team is for Shelter; ► Supervisor and Worker Staffing is for 1 shift. For Total Staffing multiply by number of shifts used.				Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent; For General Population Shelter ► Response staffing is for startup of shelter operations ► Operations staffing is steady state occupancy	
	Management Team	Supervisor	Worker Response	Worker Operations	Scaling Factor per population	Notes:
Color Codes and Notes:						
Shelter Management Team						
Core Shelter Worker Team; worker and/or leads can be local personnel or brought in						
Shelter staff or support service/agency resources, usually available locally						
Building staff or support service; available locally, in most situations						
Support function not active for this shelter type						
Management by Shelter / Facility Manager on Duty						
Notes:						
[1] Interchangeable workers for Shelter Dormitory, Registration and Feeding services, don't need totally separate crews, just leadership span of control considerations.						
Assumption:						
1 For 24 hour operation requires two 12 hour shifts - per 1000 person occupancy reference						

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Function Area	Emergency Evacuation Shelters					
	A safe congregate care, environmentally protected facility utilized for durations typically not to exceed 72 hours by populations displaced by an incident or event.					
Per Shift	Based on 500 residents, NOTE: ▶ Staffing is for 1 shift. ▶ For Total Staffing multiply by number of shifts used. ▶ Adjust staffing level for control of line length during response phase			Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent; ▶ "Worker Optional" is situational dependent, (e.g. facility type and size, length of projected operation)		
	Management Team	Supervisor	Worker	Worker Optional	Scaling Factor per population	Notes:
Core						
Shelter / Facility Management						
Shelter Manager	1					1 Shelter Manager II, per facility, with overall responsibility
Assistant Shelter Manager	1					1 Assistant Shelter Manager per shift;
Executive Assistant				1		1 Administrative support person per facility
Client Registration [1]		1	3		1:165, min 1	▶ Workers include a lead, typically 1 per 9 workers
Dormitory Management [1]			3		1:200, min 1	▶ Workers include a lead, typically 1 per 9 workers
Meal Service Feeding [1]			5		1:110, min 1	▶ Workers include a lead, typically 1 per 9 workers
Mental Health / Crisis Counseling Services						1:100, min 0
Public Health, Medical Health Services			5		1:100, min 1	▶ Accredited professional (nurse or EMT is acceptable), ▶ Workers include a lead







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	A safe congregate care, environmentally protected facility utilized for durations typically not to exceed 72 hours by populations displaced by an incident or event.					
Per Shift	Based on 500 residents, NOTE: ▶ Staffing is for 1 shift. ▶ For Total Staffing multiply by number of shifts used. ▶ Adjust staffing level for control of line length during response phase			Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent; ▶ "Worker Optional" is situational dependent, (e.g. facility type and size, length of projected operation)		
	Management Team	Supervisor	Worker	Worker Optional	Scaling Factor per population	Notes:
Resident Services & Support						
Children's Areas						
Household Pet Sheltering Coordination				1		▶ Coordination role only, not pet care: Support Provide by local service or organization
Spiritual Care Services					1:250, min 0	▶ Support on an On-Call basis is acceptable; ▶ Accredited professional,
Recovery Information and Resident Messaging				1	1:1000, min 1	▶ Coordinate briefing by incident personnel, access to information; could be handled by shelter manager, based in incident and size.
Family Reunification						▶ Assumes self registration on welfare inquiry system
Entertainment/Recreation					as appropriate	▶ Duty of dormitory workers, ▶ Dependent on resources available
Laundry Service						
Client Transportation						
Distribution of Goods						
Postal Service						

SHELTER STAFFING - METRIC TABLES

Function Area	Emergency Evacuation Shelters					
	A safe congregate care, environmentally protected facility utilized for durations typically not to exceed 72 hours by populations displaced by an incident or event.					
Per Shift	Based on 500 residents, NOTE: ▶ Staffing is for 1 shift. ▶ For Total Staffing multiply by number of shifts used. ▶ Adjust staffing level for control of line length during response phase			Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent; ▶ "Worker Optional" is situational dependent, (e.g. facility type and size, length of projected operation)		
	Management Team	Supervisor	Worker	Worker Optional	Scaling Factor per population	Notes:
Facility / Logistics Support						
Janitorial Services / waste - Sanitation management			3		1:200, min 1	
Logistical Support (supplies)/Dock Management				1	1:500, min 1	▶ This staffing only supports the dock at venue ▶ Staffing based on situational requirements, can be performed as a duty of general workers.
Security and Building Access Control			2		1:250, min 1	▶ Security Supervisor can be by Manager on Duty; Size, situation, and demographics dependent ▶ Security needs to include, door guard, admission etc. A review of facility to determine appropriate staffing numbers ▶ Non building resources requested through EOC
Information Technology					Min 0	▶ Situation and systems in use dependent
Building Maintenance and Engineering (Large Facilities)				1	Min 1	▶ Facility size and mechanical systems dependent
Public Information/Public Affairs/Media Relations						▶ Consider need for POI at start up, based on intensity or activity ▶ Responsibility of Manager on Duty if not staffed
Parking and Traffic Control					as appropriate to location	▶ By Manager on Duty, ▶ LE or staff support through EOC, ▶ facility size and traffic flow dependent
Donations & Volunteer Management					as appropriate to situation	▶ By Manager on Duty, ▶ activity and situation dependent
Private Sector Coordination						
Totals,	2	1	22	5		for daytime shift, all functions

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	Management Team	Supervisor	Worker	Worker Optional	Scaling Factor per population	Notes:
Color Codes and Notes:						
	Shelter Management Team					
	Core Shelter Worker Team; worker and/or leads can be local personnel or brought in					
	Shelter staff or support service/agency resources, usually available locally					
	Building staff or support service; available locally, in most situations					
	Support function not active for this shelter type					
	Management by Shelter / Facility Manager on Duty					
Notes:						
[1] Interchangeable workers for Shelter Dormitory, Registration and Feeding services, don't need totally separate crews, just leadership span of control considerations.						
Assumption:						
1 For 24 hour operation requires two 12 hour shifts - per 1000 person occupancy reference						

SHELTER STAFFING - METRIC TABLES

Function Area	Temporary Evacuation Points A safe staging area utilized for durations typically of several hours for populations that will be or have been displaced by an incident or an event.					
Per Shift	Based on 500 residents, NOTE: ▶ Staffing is for 1 shift. ▶ For Total Staffing multiply by number of shifts used.					Staffing levels and scaling factors are guidelines, staffing for each shelter is situational dependent; ▶ "Worker Optional" is situational dependent, (e.g. facility type and size, length of projected operation, service provider supporting operation)
	Management Team	Supervisor	Worker	Worker Optional	Scaling Factor per population	Notes:
Core						
Shelter / Facility Management						▶ Role is to coordinate Mass Care support at this location
Shelter Manager	1					1 Shelter Manager III,
Assistant Shelter Manager						
Executive Assistant						
Client Registration [1]					1:165, min 0	▶ If necessary to support evacuation via commercial transportation or other situational need. ▶ Workers include a lead, typically 1 per 9 workers
Dormitory Management [1]						
Meal Service Feeding [1]		1	5		1:110, min 1	▶ Workers include a lead, typically 1 per 9 workers
Mental Health / Crisis Counseling Services					1:100, min 0	▶ Support on an On-Call basis is acceptable; ▶ Accredited professional,
Public Health, Medical Health Services			2		1:100, min 1	▶ Accredited professional (nurse or EMT is acceptable), ▶ Workers include a lead

SHELTER STAFFING - METRIC TABLES

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	Management Team	Supervisor	Worker	Worker Optional	Scaling Factor per population	Notes:
Resident Services & Support						
Children's Areas						
Household Pet Sheltering Coordination						
Spiritual Care Services						
Recovery Information and Resident Messaging						
Family Reunification						
Entertainment/Recreation						
Laundry Service						
Client Transportation						
Distribution of Goods						
Postal Service						

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	Management Team	Supervisor	Worker	Worker Optional	Scaling Factor per population	Notes:
Facility / Logistics Support						Note: Mass care and shelter manager is typically not responsible for facility operations for evacuation points.
Janitorial Services / waste - Sanitation management				3	1:200, min 1	
Logistical Support (supplies)/Dock Management				1	1:500, min 1	▶ This staffing only supports the dock at venue ▶ Staffing based on situational requirements, can be performed as a duty of general workers.
Security and Building Access Control				5	1:100, min 1	▶ Security supervisor is included by service provider ▶ Size, situation, and demographics dependent ▶ Security needs to include, door guard, admission etc. A review of facility to determine appropriate staffing numbers ▶ Resources requested through EOC
Information Technology					Min 0	▶ Situation and systems in use dependent
Building Maintenance and Engineering (Large Facilities)				1	Min 0	▶ Facility type and mechanical system dependent
Public Information/Public Affairs/Media Relations						▶ Consider need for POI at start up, based on intensity or activity ▶ Responsibility of Manager on Duty if not staffed
Parking and Traffic Control					as appropriate to location	▶ By Manager on Duty, ▶ LE or staff support through EOC, ▶ facility size and traffic flow dependent
Donations & Volunteer Management						
Private Sector Coordination						
Totals,	1	1	7	10		per shift, all functions

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