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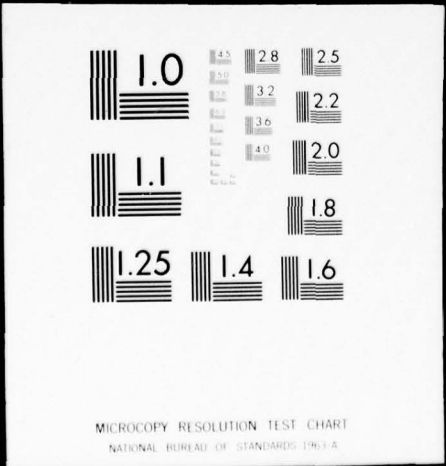
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RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES

IV.

Tables of Organization Staff Responsibilities

William W. Chenault
Cecil H. Davis

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MAR 29 1977
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Final Report

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Work Unit 4412F
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Work Unit 4412G

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October 1976

HUMAN SCIENCES RESEARCH, INC.

HSR-RR-76/4-Ht-X

DETACHABLE SUMMARY

RECEPTION AND CARE PLANNING

GUIDANCE FOR HOST COMMUNITIES

IV.

**Tables of Organization
Staff Responsibilities**

by
Cecil H. Davis
William W. Chenault

For
Defense Civil Preparedness Agency
Washington, D. C. 20301
Final Report—October 1976

Contract DCPA-01-75-C-0309
Work Unit 4412F
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DCPA Review Notice: This report has been reviewed in the Defense Civil Preparedness Agency and approved for publication. Approval does not signify that the contents necessarily reflect the views and policies of the Defense Civil Preparedness Agency.

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Hunan Sciences Research, Inc.
7710 Old Springhouse Road
McLean, Virginia 22101

Summary

GUIDANCE FOR THE PREPARATION AND IMPLEMENTATION OF RECEPTION/CARE PLANNING IN HOST COMMUNITIES

Reception and Care Planning Guidance for Host Communities is a four-volume set of guidance materials covering the preparation of local Reception/Care plans in communities which would host large numbers of evacuees under conditions of very severe crisis or massive disaster. The four volumes are:

Volume I. An Overview of Reception/Care Planning and Training Guidance—introduces the available guidance covering (primarily) host area organization, and describes segments suitable for use in alternative training sessions.

Volume II. Planning Steps and Instructions for the Preparation of Host Area Reception/Care Plans—this volume describes a sequence of R/C planning steps, and provides detailed instructions for developing a R/C plan in accordance with the Planning Format in Volume III below.

Volume III. Planning Format—provides the materials and forms required to complete a detailed Reception/Care plan for a host county or similar jurisdiction.

Volume IV. Tables of Organization and Staff Responsibilities—is a reference book which charts the organization of a host county R/C organization, and provides detailed job descriptions for each position in a fully elaborated host area R/C organization.

All of the materials in this set are presented in sections or “modules” which can be used in (1) training sessions or in-the-field orientation sessions, (2) planning, and (3) operations. The planning and training modules are also constructed such that appropriate materials can be deployed at any level of the R/C organization during either preparatory, crisis, or operational periods.

This guidance was produced for the Defense Civil Preparedness Agency by Human Sciences Research, Inc., under Contracts DCPA-01-75-C-0309 and DCPA-01-75-C-0329.

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This document is Volume IV of <i>Reception and Care Planning Guidance for Host Communities</i> , which describes Reception/Care planning steps, instructions for developing specific local (County-level) plans, and the detailed management structure for a local Reception/Care effort. This volume provides (I) Tables of Organization for all elements of a host area Reception/Care Service, (II) job descriptions for each of 66 - continued -			

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Emergency Lodging
Emergency Feeding Services
Emergency Registration and Information Services
Special Emergency Welfare Services
Personal Services (Emergency Welfare)

20. Abstract (Continued)

personnel positions normally found in a local organization, (III) a cross-reference list relating job descriptions to organizational charts, and (IV) a listing of personnel positions included in each of five (successively more complete) levels of staffing.

Tables of Organization and job descriptions are clustered in ten modules, corresponding to organizational elements, which may be used separately for planning or training purposes, and each job description may be reproduced separately for use in orientation, training, or operations.

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INTRODUCTION

This document describes the management structure of a fully elaborated and staffed Reception/Care (R/C) organization in a host county. Such an organization would normally exist largely, but not completely, “on paper”—in the form of local contingency plans to care for large numbers of evacuees from nearby risk areas. However, such plans must *anticipate* the full-blown organization that would be required to lodge, feed, and shelter a large evacuee population added to the normal population of a county.

R/C plans should include a detailed description of the county’s prospective R/C units, the geographical areas they would serve, their headquarters locations, and their tables of organization when fully operational. During normal periods, these plans are kept up-to-date by designated “core” staff, who also participate in readiness exercises, the recruitment of additional volunteer staff members, and the training and orientation of new staff. Should a severe crisis develop, additional local citizens and evacuees would be recruited and trained to assume the remaining management positions, and both organizations and individuals would be recruited to serve as workers in the numerous R/C units.

This document is intended to support both the planning process—when the local R/C organization is being defined—and the training of R/C staff who may be recruited during normal, crisis buildup, or emergency periods. It should also be useful as a reference when a R/C operation is under way.

The following sections briefly review concepts of R/C planning and organization which may be helpful in translating this guidance into a specific plan and organizational structure for a particular community. More detailed treatments of these concepts appear in earlier parts of *Reception and Care Planning Guidance for Host Communities*.

The Crisis Relocation Mission

“Crisis relocation” refers to the movement of population out of a disaster-threatened community and the “hosting” of these evacuees in other (usually nearby) communities. Such a

movement might take place during a particularly grave international crisis—possibly in response to a similar evacuation by a potential enemy—and would serve to reduce the vulnerability of the American population during a period of negotiations. Should a massive disaster occur—precipitated either by an enemy attack or by more localized accidents, terroristic acts, or natural phenomena—a prior relocation could dramatically reduce the loss of life or the effects on the country's economic and organizational capacity.

Crisis relocation represents an alternative to the "in-place" sheltering of threatened population. The nuclear civil protection plans of the Defense Civil Preparedness Agency envision relocation as a potential response to threats characterized by long warning periods, the escalation of tension, or negotiations over issues that might be resolved by war or by the widening of a limited nuclear war.

It is assumed that a relocation movement would be planned to occur over a period of several days, and that the duration of the relocation might be one or two weeks or possibly longer. It is further assumed that certain risk-area defense, production, and economic activities would continue, necessitating organized commuting by some workers living in the host area. Finally, by the nature of the contingency, it must be assumed that population movements might also occur spontaneously, and that a nuclear detonation might at any time require the entire population to move from a lodging to a fallout shelter mode.

The Reception/Care Mission

The R/C mission is to provide lodging, fallout shelter, food, and essential supporting services to the population during a crisis relocation. Minimally, a host county R/C operation would involve:

- *Receiving* and registering evacuees, either individually or as groups associated with particular organizations or institutions.
- *Lodging* evacuees in predesignated congregate care facilities (and in volunteered private dwellings, where available).

- *Providing fallout shelter* for both the evacuee and host populations—on short notice, at any time in the relocation period.
- *Feeding* the population, as distributed in either the lodging or the shelter mode.
- *Providing other essential services* required by special populations such as the infirm, the handicapped, or the aged.

A Reception/Care operation would be concerned with the care of people at every stage of a crisis relocation. Given the magnitude and complexity of this task, R/C planning seeks to maximally utilize existing organizational capacity and to draw on the manpower available in the evacuee as well as the host population. Furthermore, R/C planning is as much concerned with *organizing the people to receive services* as it is with *creating a R/C organization to deliver those services*. In fact, R/C planning should combine these two aspects of organization by first creating an organizational structure for predesignated R/C units, then providing guidelines for staffing that structure using both local and evacuee manpower.

The criticality of an effective R/C Service is underscored by the nation's requirement to keep essential industry operating during a relocation, and by the absolute necessity for orderly public activity during such a crisis. Both the disaster threat and the evacuation would be essentially destabilizing events, and would disrupt the complicated patterns of social and economic life. If people are to be expected to leave their homes or to "share" their communities in such stressful circumstances, they must be shown a logical and well-planned approach to the provision of services and the maintenance of an orderly environment.

Reception/Care Planning in Host Areas

Host county R/C planning revolves around the following essential tasks:

1. *Distributing* the expected evacuee-plus-local population across the county's lodging, fallout shelter, and other facilities.
2. *Districting* the county to create manageable R/C jurisdictions, based on the population distribution determined in 1 above.

3. *Describing* the R/C organization which would operate in the jurisdictions defined in 2 above.
4. *Staffing* the R/C organization, including the designation of "core" staff, plans to augment core staff in an emergency, and the provision of training guidance for R/C staff.

The following sections discuss those aspects of each task which relate directly to the creation of an organizational structure for a host county.

Distributing the Expected Population

Detailed Reception/Care planning should begin with and be based on the distribution of the county's *expected* local-plus-evacuee population. Planners working at the county level should normally have data on such factors as the number of evacuees to be hosted, the number transiting the county to reach other host areas, the number of evacuees and local residents who might commute to the risk area during a crisis, the number of "organizational" evacuees, and any significant "special care" populations (for example, institutionalized groups from nursing homes).

The best distribution of these evacuees will depend on such factors as the location of congregate lodging and fallout shelter spaces, the needs of certain evacuee groups for special care facilities, or the desirability of lodging commuting groups of workers near major transportation arteries. These and other aspects of lodging and shelter assignments are described in other R/C guidance documents. For present purposes, it is sufficient to note that the lodging and shelter assignments produce a new "map" of the county's population. It is this map which must be carved up to create R/C jurisdictions.

R/C Jurisdictions

For the purpose of organizing R/C services, the county is normally divided into the following units:

The County itself is typically the most convenient geographical and political base for organizing the R/C function, though other jurisdictions or multi-county units may be used in some areas. The County R/C Headquarters, specified in the plan, is normally located in the Emergency Operating Center or otherwise placed so as to be convenient to the office of the county's chief civil preparedness official.

Reception Centers, operated by the County R/C Service, are located convenient to the flow of evacuation traffic in facilities adequate to handle the expected volume of evacuees.

Rest Areas, also operated out of the County Headquarters, are placed along the routes carrying evacuees through the county to other destinations.

R/C Divisions, with headquarters in the County Office or separate locations, may be used to divide the county into two or more administrative units, operating under control of the County R/C Headquarters. The Division is an "optional" R/C unit, and is normally created only if needed to insure a manageable span of control over numerous or widely spread R/C Districts.

R/C Districts, with designated headquarters locations, are the basic sub-county building blocks of a R/C organization. Within the County or Division, each R/C District might be expected to contain approximately 10,000 people (local-plus-evacuee population), though this number may vary widely in either direction. *To the maximum extent possible, R/C Districts should be drawn so as to constitute "self-contained" units—capable of providing congregate lodging, fallout shelter, feeding services, and other essential services to the expected crisis period population.*

Lodging Sections, with designated headquarters locations, are the principal subunits of the District. A particular Lodging Section may cover several city blocks, a larger rural area or suburban neighborhood, or only one large congregate care facility such as a school, hotel, or office building. *Where possible, these units should also be drawn to have the self-contained character desired at the District level—at least to the extent of including both the fallout shelter and congregate lodging spaces needed by the expected population.*

Congregate Care Facilities, designated by address and their number in the DCPA Host Area Survey.

Fallout Shelters, designated by address and Survey Number.

Feeding and other R/C Facilities, designated by address and Survey Number.

Residential Neighborhoods for Volunteered Private Dwellings. In a crisis, residents would be requested to share their dwellings with evacuees. Therefore, particular neighborhoods should be allocated to various Lodging Section or District Headquarters, which would "match" any volunteered dwellings with evacuees lodged in their jurisdictions.

The Enumeration of R/C Jurisdictions

Every specific R/C jurisdiction and individual facility can be designated in a manner which indicates its place in the R/C chain of command and county organization, as well as its general location on a map of R/C jurisdictions. The identifier is derived as follows:

R/C Unit	Identifier
County	name
Divisions (if used)	roman numerals
Districts	capital letters
Lodging Sections	arabic numerals
Buildings	DCPA Survey number

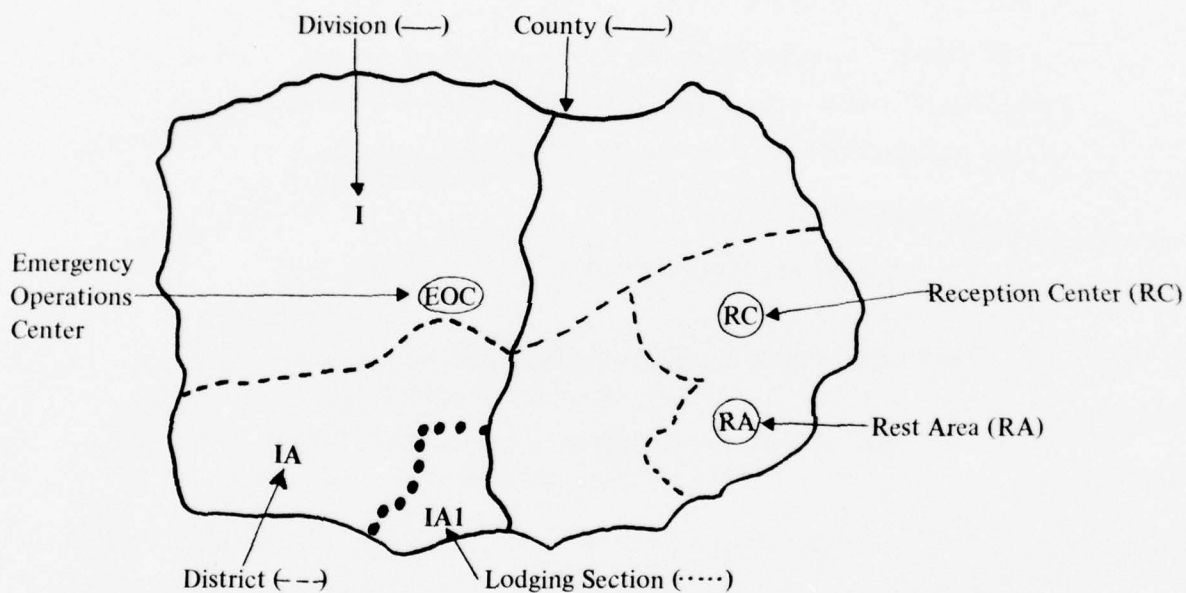
For example, in a recent prototype plan, the Municipal Building in Canon City, Colorado (Fremont County), is identified as: Fremont IA6-Bldg. 80279. (If Divisions had not been used in Fremont County, the designation would be: Fremont A6-Bldg. 80279.)

Maps and Forms

After the expected or potential evacuee population is distributed across lodging and shelter spaces, the county is divided into R/C jurisdictions—County, Divisions, Districts, Lodging Sections, etc. Planners should then prepare detailed and clear maps for each jurisdiction, indicating its subunits, their boundaries, and all R/C headquarters. At this time, too, the one-page organizational form provided for each level or type of unit should be completed.

These forms provide descriptive information about the boundaries of the unit, its component jurisdictions, headquarters locations, and any core staff who have been designated to date. Henceforth in the planning process, these forms and maps should be available to anyone concerned with organizing, staffing, or operating R/C services in a designated R/C jurisdiction.

At this point in the planning process, the "new" county and subunit maps would contain such information as:



For each unit, the maps and accompanying forms would also indicate resident population, evacuee population, headquarters location, a variety of R/C facilities (hospitals, eating places, pet pounds, etc.), associated residential areas (for volunteered dwellings), and the jurisdiction's list of congregate care and fallout shelter facilities.

It is to a map such as this that the organizational structure described herein would apply.

County R/C Organization

This volume describes and charts a R/C organization which would deliver R/C services at the several levels indicated above. It also provides job descriptions for staff personnel at all levels in the R/C chain of command. The following paragraphs provide an overview of the organizational concept which underlies this description.

Reception/Care Service

The R/C Service is responsible for determining where evacuees will be, physically, throughout the crisis relocation—and for providing essential services supporting both evacuees and host area residents throughout the period. These essential services include:

- lodging and fallout shelter
- registration and information
- feeding
- individualized emergency assistance, and special care for dependent populations (the aged, infirm, etc.)
- other personal services needed by the population (animal shelters, emergency clothing or supplies, etc.)

The sum total of these services must meet the minimum essential requirements of the population. This criterion may be viewed as including both “bare survival” needs and other needs which must be met to achieve an “acceptable” level of living during a crisis in which people are asked to evacuate their homes and communities.

The Reception/Care function may be viewed as (1) organizing and distributing people so that services can be delivered most efficiently and in a satisfactory manner, and (2) providing for the delivery of services to the population thus organized and distributed. These two organizational goals—involving people and services—are closely interrelated, since one objective of R/C planning is to utilize members of the resident and evacuee populations to help staff the R/C organization itself.

Reception/Care Functions

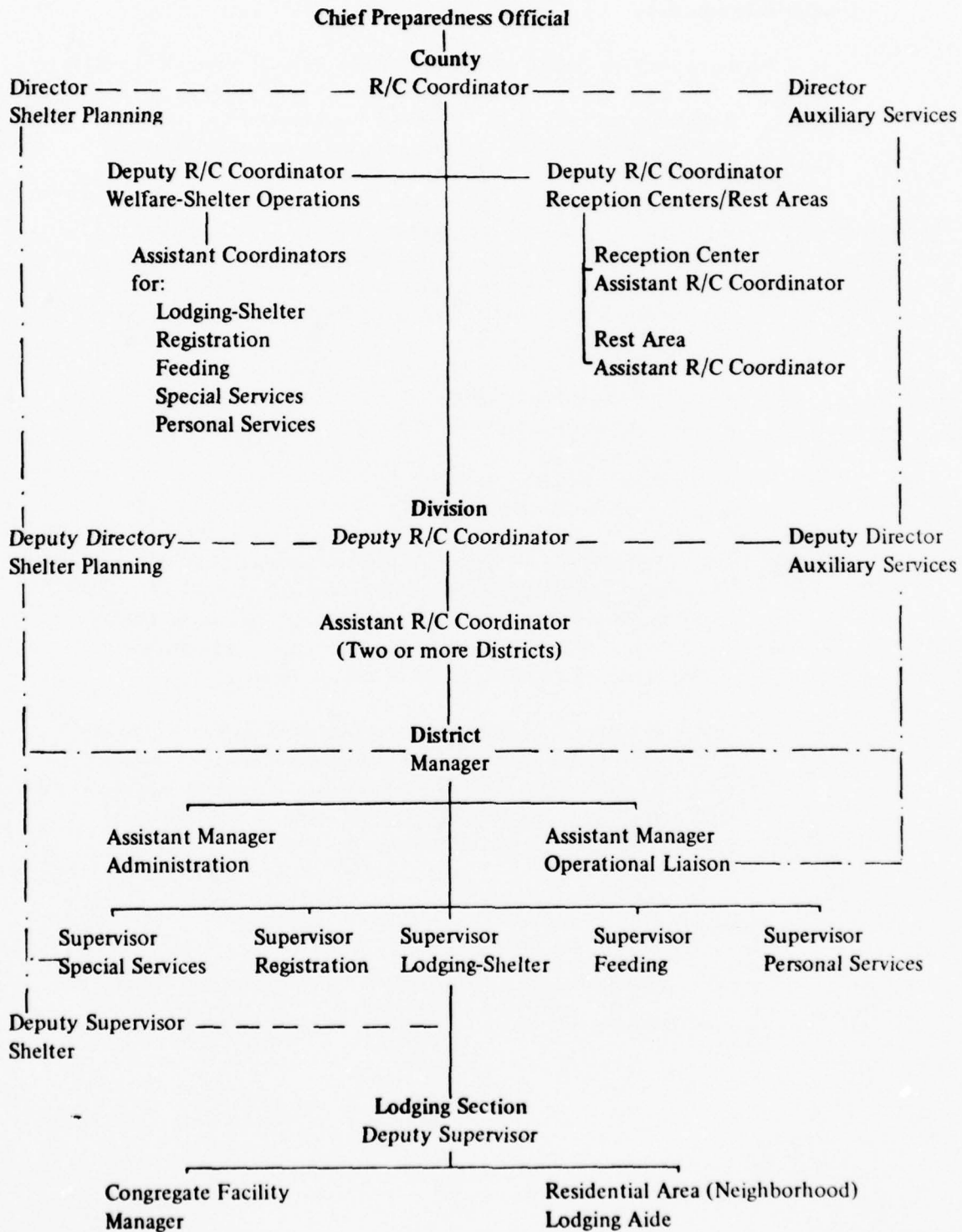
The Reception/Care Service is organized in terms of three principal functions:

1. **Welfare-Shelter Operations.** These organizational elements are charged with managing the evacuee population throughout a crisis. Welfare-Shelter Operations would (1) provide lodging, feeding, and other essential services to the population in a lodging mode, (2) supervise *the transfer of people from lodging into fallout shelter facilities*, should the need arise, and (3) provide essential services to the in-shelter population. These elements would be in direct contact with the population to be served. Welfare-Shelter Operations is divided into five component *Services*:
 - The Lodging-Shelter Service
 - Registration and Information Service
 - Feeding Service
 - Special Services
 - Personal Services/Clothing.
2. **Shelter Planning and Allocation.** Before and during a crisis, these organizational elements would plan the allocation of fallout shelter to local residents and evacuees, supervise the building or upgrading of fallout shelter, and advise Welfare-Shelter Operations personnel concerning the transfer of people into and out of a shelter mode.
3. **Auxiliary Services.** These elements would provide public information to the population, plan and execute counseling and morale-building programs, and respond to needs for personal counseling during the crisis period. They, too, would advise and assist the Operations elements charged with managing people and services.

Command Structure

The chart on the next page outlines the R/C chain of command. Detailed and complete tables appear later in this volume. In this simplified depiction it should be noted that:

RECEPTION/CARE ORGANIZATION



- Line Operations
- - - Staff Functions
- - - Technical Assistance and Guidance

- The five Services in Welfare-Shelter operations are responsible for managing the R/C effort and determine *where the people are* throughout the crisis.
- The Shelter Planning/Allocation and the Auxiliary Services elements are advisory and supporting elements, interacting mainly with the County and District commands and the Lodging-Shelter Service at the District and Lodging Section Levels.
- Welfare Shelter Operations functions are fully elaborated and staffed only at the County and District levels. Divisions are treated as “intermediate” administrative units (and may not exist in some counties). Only selected Operations functions reach down to the Lodging Section and Neighborhood levels. Not shown here are other local facilities such as feeding units (operated by the Feeding Service) and special care facilities operated by Special Services.

**Line, Staff, and Technical Guidance
Relationships Among R/C Personnel**

In the Tables of Organization in Part I of this document, relationships between positions are indicated as follows:

- — **Line Operations.** “Line” positions are in the chain of command of units delivering R/C services directly to evacuees or residents.
- — — **Staff Functions.** “Staff” positions are advisory and supportive to their designated supervisors.
- — — **Technical Guidance and Support.** Positions not relating directly to one another in the chain of command may nevertheless be required to interact with one another to exchange technical information

Staffing Concepts and Levels

It is not anticipated that the management structure described herein would be fully staffed—or even approach that level—during normal periods. The objective of R/C planning is to create an organizational “skeleton.” During normal periods, designated *core staff* would maintain the plans and gradually recruit and orient additional core staff personnel. During a severe crisis, this core management group would rapidly be expanded to fill out the management structure described herein. Finally, during a relocation operation, additional management personnel, and large numbers of workers for their units, would be recruited from among the evacuee as well as resident populations.

Sixty-six R/C management positions are described in Part II of this document and included in the Tables of Organization presented in Part I. *The numbers of people required to staff this structure in a particular county would depend on the actual number of R/C jurisdictions (Divisions, Districts, etc.) created by host county planners.* And the number of local (host county) residents required would also depend on the extent to which host positions would be filled by Risk Area evacuees (if specific assignments are made in cooperation with Risk Area planners).

Five staffing levels are outlined in **Part IV: Alternative Staffing levels** (page 181). These levels correspond to successive stages in the buildup of a host county R/C organization, and represent the recommended order in which core staff positions should be filled.

The numbers of personnel required at the higher levels will vary with the number of R/C jurisdictions. For example, a county of 20,000-25,000 people, expecting to triple its population during a relocation, might be divided into approximately:

- 2 Divisions
- 6 Districts
- 16 Lodging Sections
- 1 Reception Center/Rest Area
- 1 Rest Area

The personnel required at each staffing level would then number:

Level One	3 people
Level Two	10
Level Three	22
Level Four	54
Level Five	approximately 200-250, not counting managers of individual congregate care, feeding and special services facilities.

Level Five, it should be noted, would normally be achieved only during a crisis-buildup or relocation phase, and a substantial number of the Level Five positions (perhaps 75-100) could be filled with evacuees recruited on the spot. Also, though the Level Five figure does not include facility-level managers, these personnel would typically be the persons normally operating or managing those facilities. In sum, from 125 to 150 host area residents might fill the essential R/C management structure.

This staffing approach represents a relatively modest number of (mostly) volunteer personnel who would manage the county situation implied by the example—perhaps 60,000-70,000 people (evacuees plus residents).

Approaches to Staffing

In addition to the core staff designated before a crisis at one of the five levels indicated above, other approaches to staffing might include:

- designating R/C staff by position in another organization—for example, the “County Welfare Director” (or equivalent) might be designated the County R/C Coordinator (providing the individual is appropriately interested, capable, etc.);
- asking the owners or managers of particular buildings to assume the role of Facility Manager on a standby basis;
- assigning key host-area R/C positions to cooperating risk area personnel (i.e., potential evacuees); for example a risk area school system might be evacuated as an intact organization, its members and their families lodged near a host

area headquarters which would utilize them as staff, and its chief executive officers appointed to key supervisory positions in the host-county R/C structure.

Any of these approaches or arrangements should be reflected in up-to-date plans and organizational charts. And of course, none of these "short-cuts" should be undertaken on the assumption that the people involved would carry out their assigned duties—unless efforts are made to familiarize them with the organization they would be working in.

RECEPTION AND CARE PLANNING

GUIDANCE FOR HOST COMMUNITIES

- I. Tables of Organization
- II. Personnel Positions
- III. Reference List
- IV. Alternative Staffing Levels

I.
TABLES OF ORGANIZATION
for a
HOST COUNTY R/C SERVICE

Sections A through J below present Tables of Organization for all elements normally found in a host county Reception/Care operation. The various tables describe the *command structure* at each level and the *vertical organization* of the five Operations functions, the Shelter, Planning and Allocation function, and the Auxiliary Services function.

- **Command Structure.** Sections A, B, C describe the R/C organization at each of three levels:
 - A. County
 - B. Division
 - C. District

- **Vertical Organization of Functions.** Sections D-J describe the vertical organization of:
 - D. The Lodging Shelter Service (*Operations*)
 - E. Registration and Information Service (*Operations*)
 - F. The Feeding Service (*Operations*)
 - G. Special Services (*Operations*)
 - H. Personal Services/Clothing (*Operations*)

 - I. Shelter Planning and Allocation
 - J. Auxiliary Services

The Personnel Positions in each table are referenced to the numbered list of job descriptions beginning on page 49. (The job descriptions are also organized and presented in sections corresponding to A-J above.)

Each section is presented as a self-contained unit and may be reproduced (with the corresponding job descriptions in Part II) for use by appropriate organizational elements.

A.

RECEPTION/CARE SERVICES

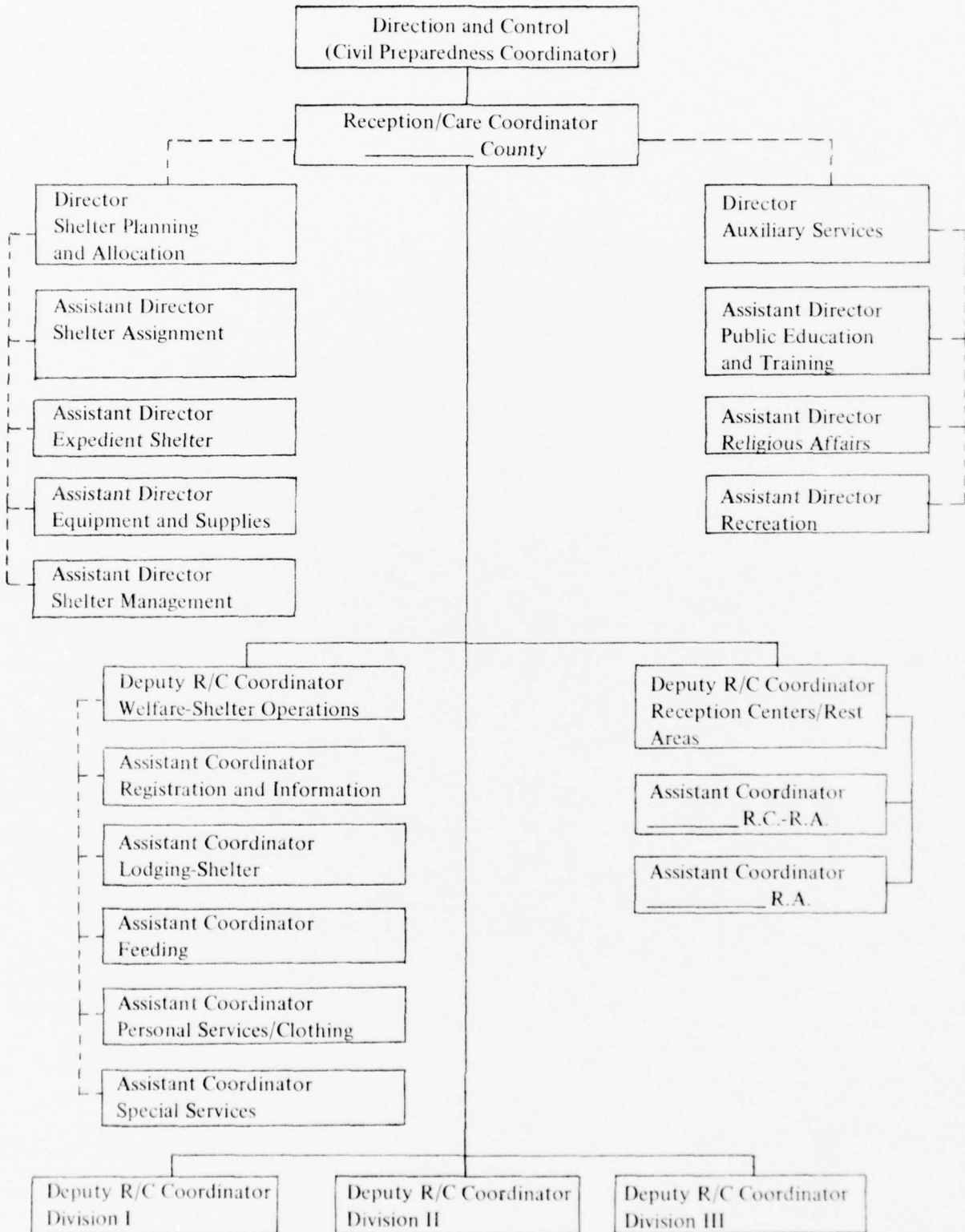
COUNTY LEVEL

(Command Structure)

Personnel Positions	Number*
● County Reception/Care Coordinator (<i>line</i>)	1
● Deputy R/C Coordinator: Welfare-Shelter Operations (<i>line</i>)	2
● Deputy R/C Coordinator: Reception Centers/Rest Areas (<i>line</i>)	3
● Director: Shelter Planning and Allocation (<i>staff</i>)	4
● Director: Auxiliary Services (<i>staff</i>)	5
● Assistant Coordinator: Lodging-Shelter (<i>staff</i>)	6
● Assistant Coordinator: Feeding (<i>staff</i>)	7
● Assistant Coordinator: Registration and Information (<i>staff</i>)	8
● Assistant Coordinator: Special Services (<i>staff</i>)	9
● Assistant Coordinator: Personal Services /Clothing (<i>staff</i>)	10
● Assistant Coordinator: Reception Center/Rest Area (<i>line</i>)	11
● Assistant Coordinator: Rest Area (<i>line</i>)	12
● Assistant Director: Shelter Assignment (<i>staff</i>)	13
● Assistant Director: Expedient Shelter (<i>staff</i>)	14
● Assistant Director: Shelter Equipment and Supplies (<i>staff</i>)	15
● Assistant Director: Shelter Management (<i>staff</i>)	16
● Assistant Director: Public Education and Training (<i>staff</i>)	17
● Assistant Director: Religious Affairs (<i>staff</i>)	18
● Assistant Director: Recreation (<i>staff</i>)	19

* Refers to numbered list of job descriptions beginning on page 49.

COUNTY LEVEL



— Line operations
- - - Staff functions

B.

RECEPTION/CARE SERVICES

DIVISION LEVEL

(Command Structure)

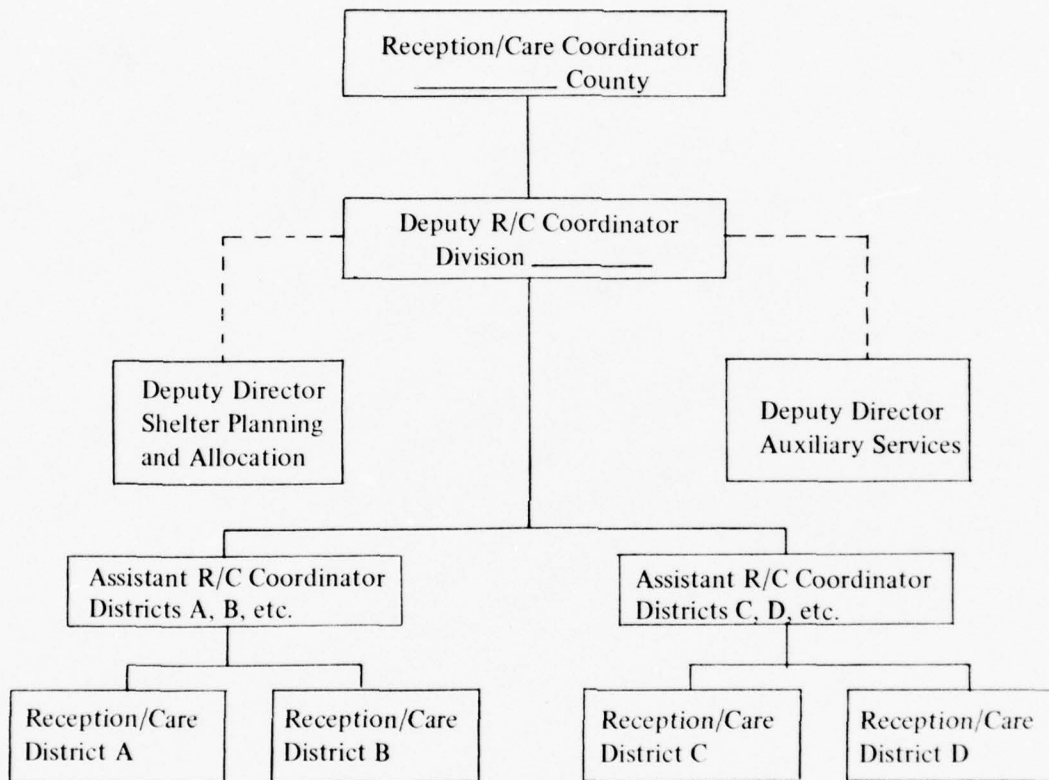
(Note: The Division is an intermediate headquarters sometimes used to insure an adequate and manageable span of control over the R/C Districts in a county. The Divisional staff may operate in the County R/C headquarters, or may sometimes operate in a separate headquarters near the R/C Districts included in the Division. In counties not using the Divisional unit, these positions would not appear.)

Personnel Positions	Number [*]
● Deputy Reception and Care Coordinator: Division (line)	20
● Deputy Director: Shelter Planning and Allocation (staff)	21
● Deputy Director: Auxiliary Services (staff)	22
● Assistant Reception and Care Coordinator: Districts A and B (line)	23
● Assistant Reception and Care Coordinator: Districts C and D (line)	24

(Note: One Assistant R/C Coordinator would normally be responsible for two or three Districts. Two Assistant Coordinator positions are described here to indicate the "line of succession" by which designated Assistant Coordinators would act for the Deputy Coordinator or one another when certain personnel are absent.)

* Refers to numbered list of job descriptions beginning on page 49.

DIVISION LEVEL



— Line Operations

- - - Staff Functions

C.

RECEPTION/CARE SERVICES

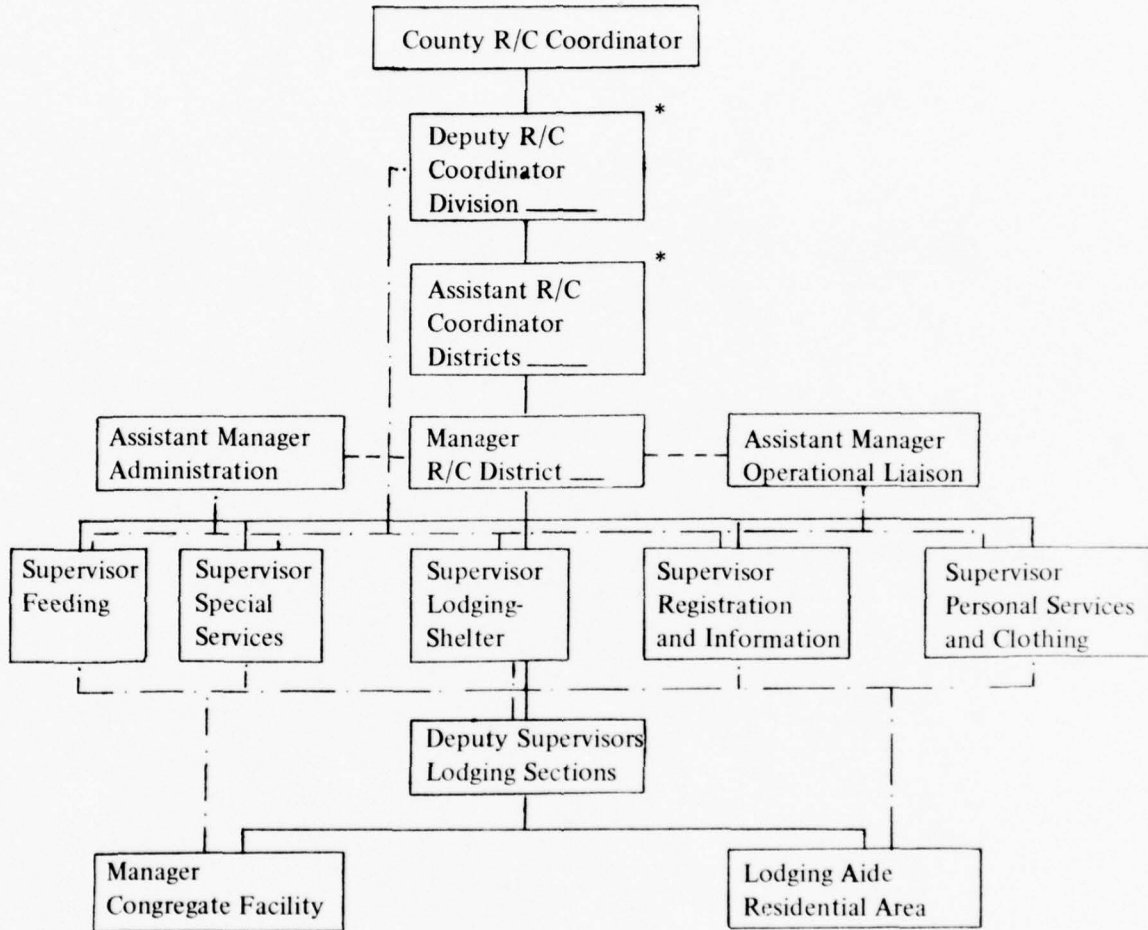
DISTRICT LEVEL

(Command Structure)

Personnel Positions	Number*
● Manager: Reception and Care District___ (A, B, C, etc.) <i>(line)</i>	25
● Assistant Manager: Administration <i>(staff)</i>	26
● Assistant Manager: Operational Liaison <i>(staff)</i>	27
● Supervisor: Lodging-Shelter <i>(line)</i>	28
● Supervisor: Feeding <i>(line)</i>	29
● Supervisor: Registration and Information <i>(line)</i>	30
● Supervisor: Special Services <i>(line)</i>	31
● Supervisor: Personal Services and Clothing <i>(line)</i>	32

*Refers to numbered list of job descriptions beginning on page 49

DISTRICT LEVEL



* Position exists only in counties using Divisional units.

- Line Operations
- - - Staff Functions
- . - Technical Guidance and Operational Support

D.

WELFARE-SHELTER OPERATIONS

LODGING-SHELTER SERVICE

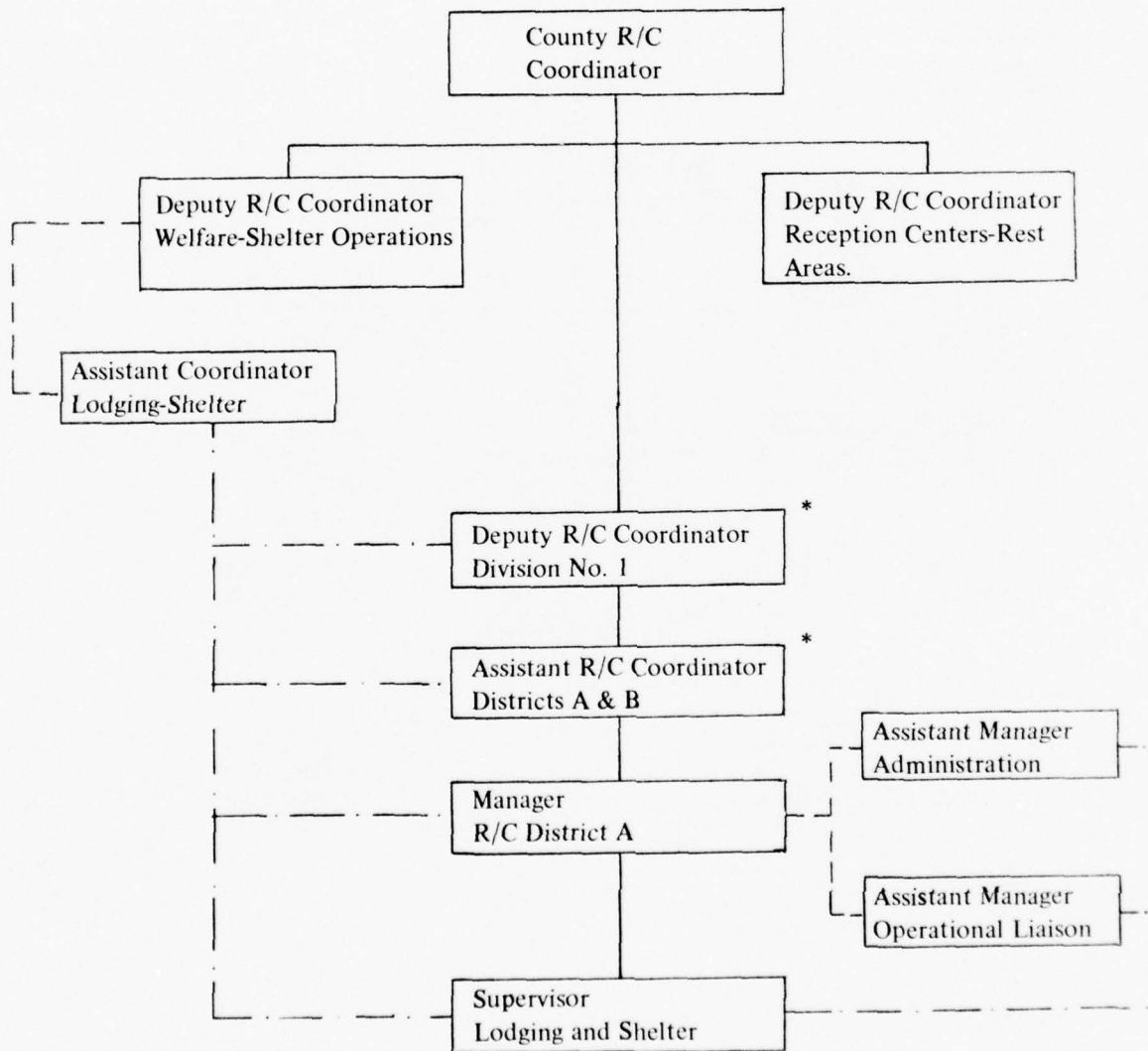
(Vertical Organization)

Personnel Positions	Number *
County-Level: Lodging-Shelter	
● County R/C Coordinator (<i>line</i>)	1
● Deputy Coordinator: Welfare-Shelter Operations (<i>line</i>)	2
● Assistant Coordinator: Lodging-Shelter (<i>staff</i>)	6
 Division Level	
(Coordinating roles of Deputy Coordinator and Assistant Coordinators)	20 23, 24
 District Level: Lodging-Shelter	
● Manager: R/C District (<i>line</i>)	25
● Supervisor: Lodging and Shelter (<i>line</i>)	28
● Deputy Supervisor: Lodging (<i>staff</i>)	33
● Deputy Supervisor: Shelter (<i>staff</i>)	34
● Assistant Supervisor: Congregate Care (<i>staff</i>)	35
● Assistant Supervisor: Residential Areas (<i>staff</i>)	36
● Assistant Supervisor: NSS Shelter (<i>staff</i>)	37
● Assistant Supervisor: Expedient Shelter (<i>staff</i>)	38
 Lodging Section Level	
● Deputy Supervisor: Lodging Section No.__(1, 2, etc.) (<i>line</i>)	39
● Manager: Congregate Facility No.__(Survey No., name, address) (<i>line</i>)	40
● Lodging Aide: Residential Area____(area, neighborhood) (<i>line</i>)	41

* Refers to numbered list of job descriptions beginning on page 49.

LODGING-SHELTER SERVICE

Level: County, Division, District



* Position exists only in counties using the Divisional unit.

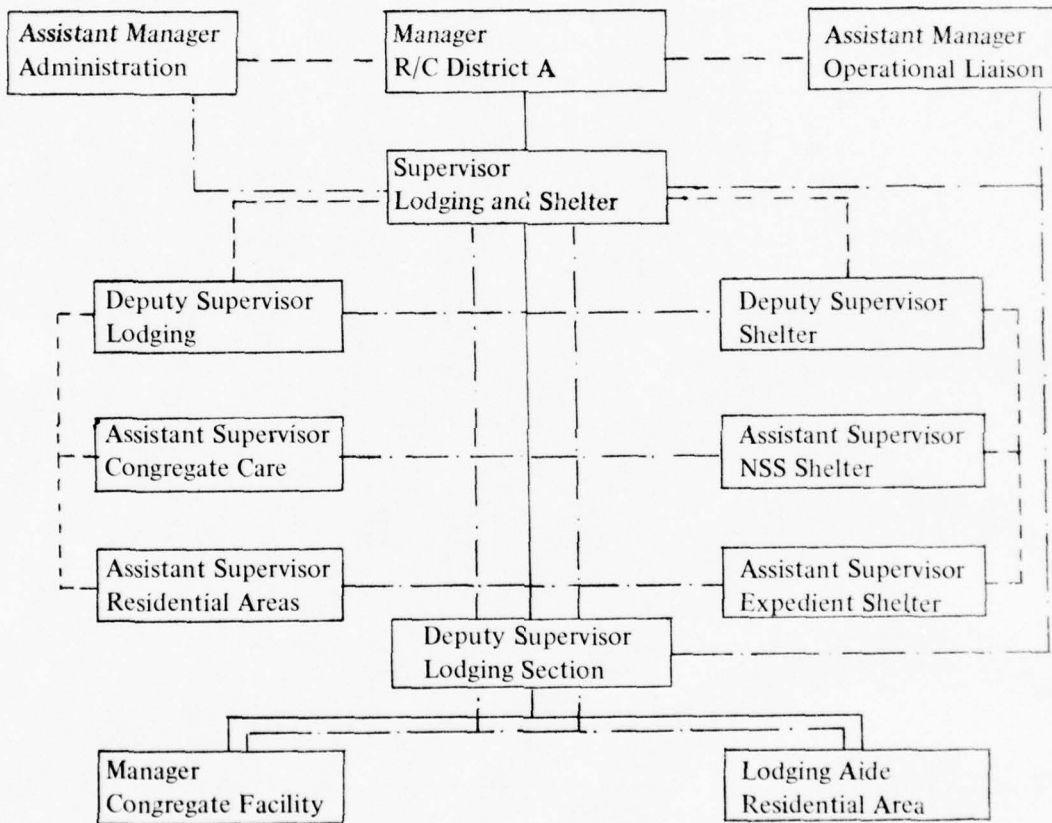
———— Line Operations

- - - - Staff Functions

- · - · Technical Guidance and Operational Support

LODGING-SHELTER SERVICE

Levels: District, Lodging Section



E.

**WELFARE-SHELTER OPERATIONS
REGISTRATION AND INFORMATION SERVICE**

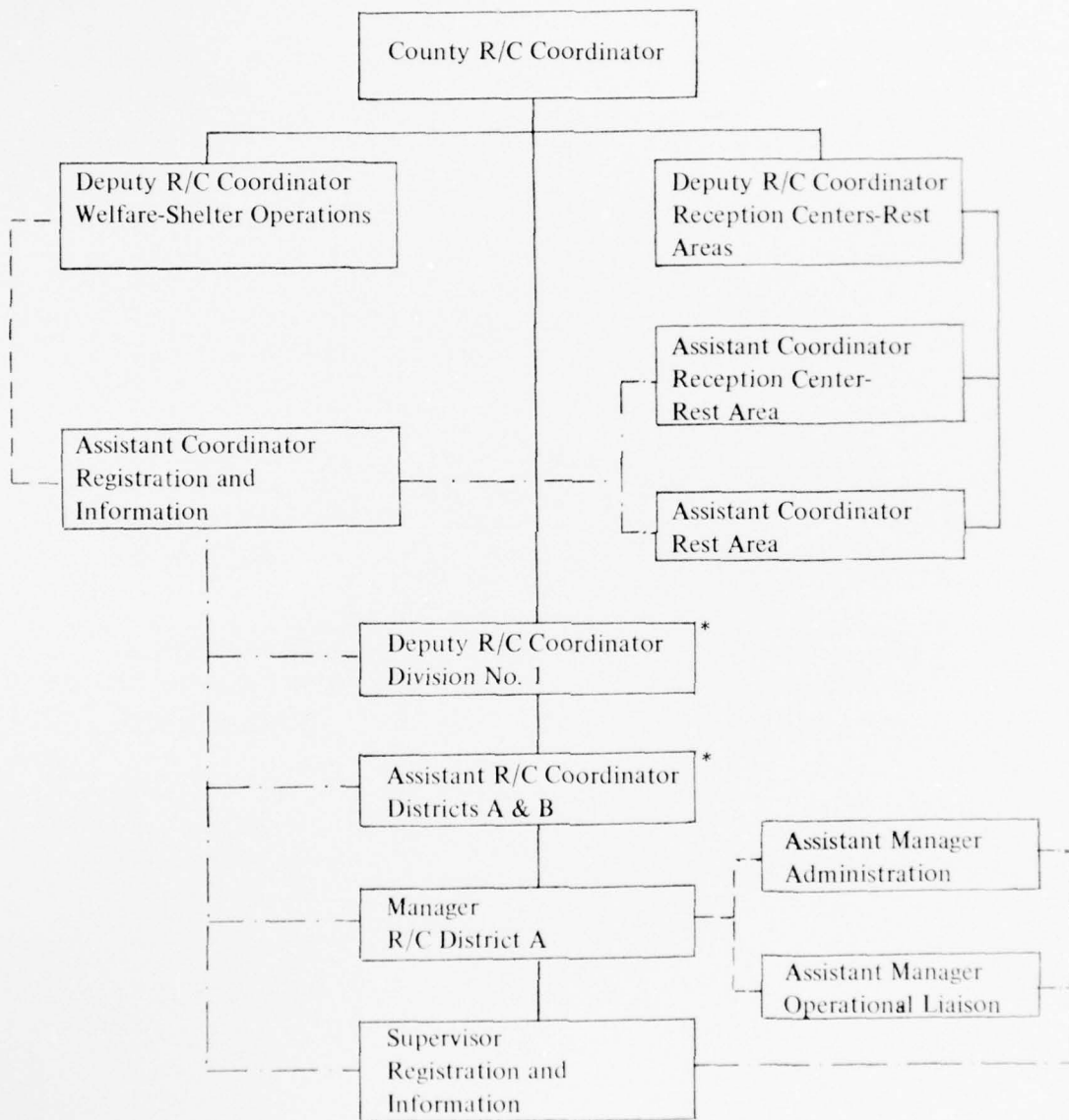
(Vertical Organization)

Personnel Positions	Number*
County Level: Registration and Information	
● County R/C Coordinator (<i>line</i>)	1
● Deputy Coordinator: Welfare-Shelter Operations (<i>line</i>)	2
● Assistant Coordinator: Registration/Information (<i>staff</i>)	8
 Division Level	
(Coordinating roles of Deputy Coordinator and Assistant Coordinators.)	20
	23, 24
 District Level: Registration and Information	
● Manager: R/C District (<i>line</i>)	25
● Supervisor: Registration and Information (<i>line</i>)	30
● Deputy Supervisor: Registration (<i>line</i>)	42
● Deputy Supervisor: Inquiry Services (<i>line</i>)	43
● Deputy Supervisor: Information and Referral (<i>line</i>)	44
● Assistant Supervisor of Registration: Lodging Section (<i>line</i>)	45
● Assistant Supervisor of Information and Referral: Lodging Section (<i>line</i>)	46

*Refers to numbered list of job descriptions beginning on page 49.

REGISTRATION AND INFORMATION SERVICE

Levels: County, Division, District

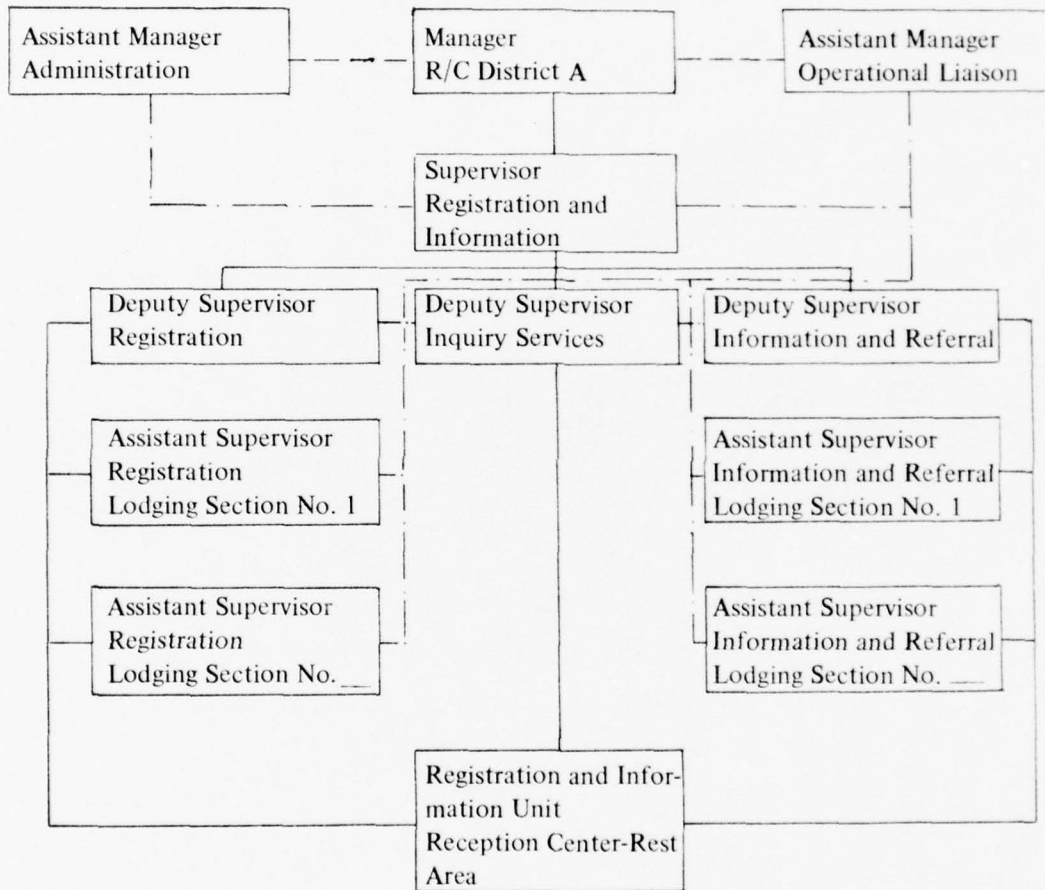


*Position exists only in counties using Divisional units.

- Line Operations
- - - Staff Functions
- - - Technical Guidance and Operational Support

REGISTRATION AND INFORMATION SERVICE

Level: District



- Line Operations
- - - Staff Functions
- . - Technical Guidance and Operational Support

F.

WELFARE-SHELTER OPERATIONS

FEEDING SERVICE

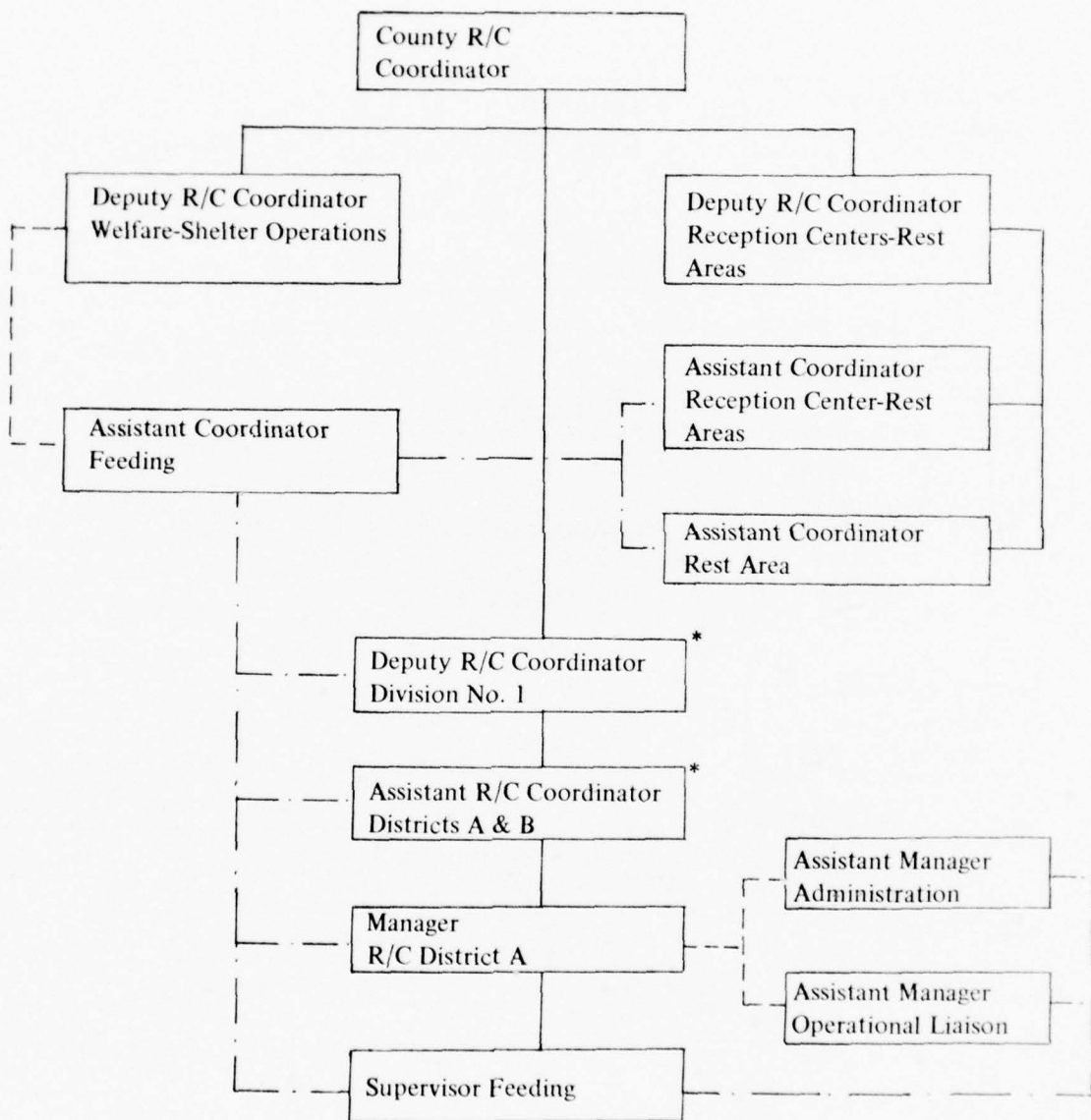
(Vertical Organization)

Personnel Positions	Number*
County Level: Feeding	
● County R/C Coordinator (<i>line</i>)	1
● Deputy Coordinator: Welfare-Shelter Operations (<i>line</i>)	2
● Assistant Coordinator: Feeding (<i>staff</i>)	7
 Division Level	
(Coordinating roles of Deputy Coordinator and Assistant Coordinator)	20
	23, 24
 District Level: Feeding	
● Manager: R/C District (<i>line</i>)	25
● Supervisor: Feeding (<i>line</i>)	29
● Deputy Supervisor: Fixed Feeding Stations (<i>line</i>)	47
● Deputy Supervisor: Support Units (<i>line</i>)	48
● Deputy Supervisor: Mobile Units (<i>line</i>)	49
● Assistant Supervisor: Feeding Station No. 1 (etc.) (<i>line</i>)	50
● Assistant Supervisor: Support Unit No. 1 (etc.) (<i>line</i>)	51
● Assistant Supervisor: Mobile Unit No. 1 (etc.) (<i>line</i>)	52

*Refers to numbered list of job descriptions beginning on page 49.

FEEDING SERVICE

Levels: County, Division, District



* Position exists only in counties using Divisional units.

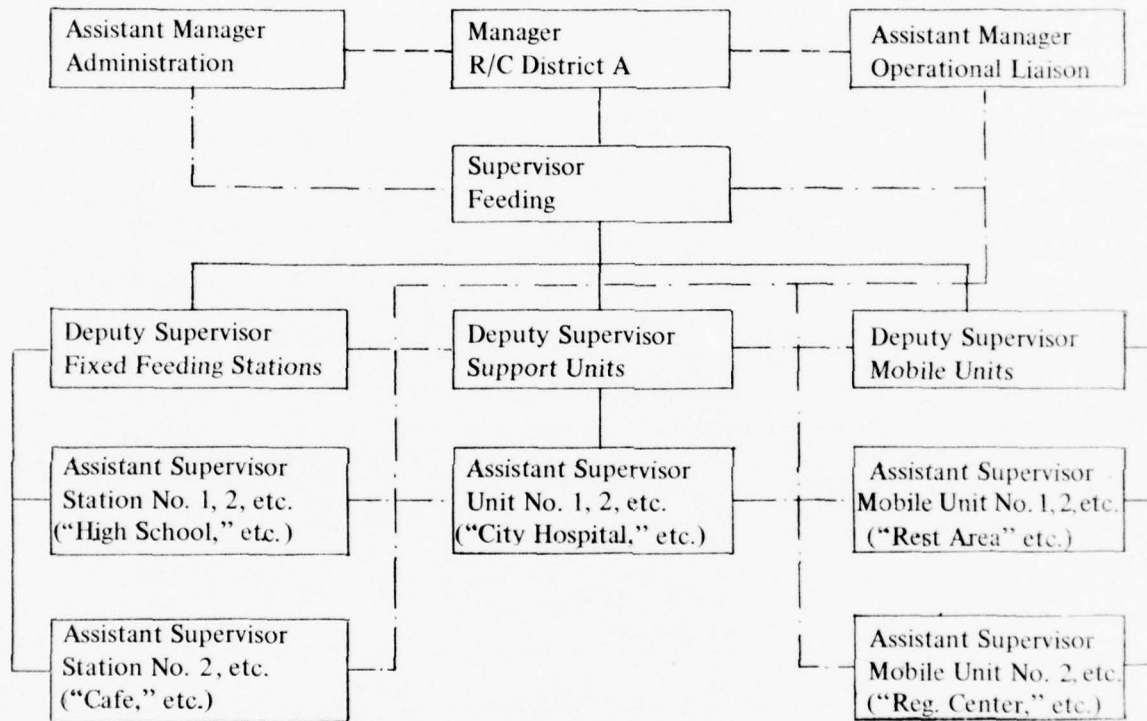
———— Line Operations

- - - - Staff Functions

- · - · Technical Guidance and Operational Support

FEEDING SERVICE

Level: District



- Line Operations
- - - - Staff Functions
- - - - Technical Guidance and Operational Support

G.

WELFARE-SHELTER OPERATIONS

SPECIAL SERVICES

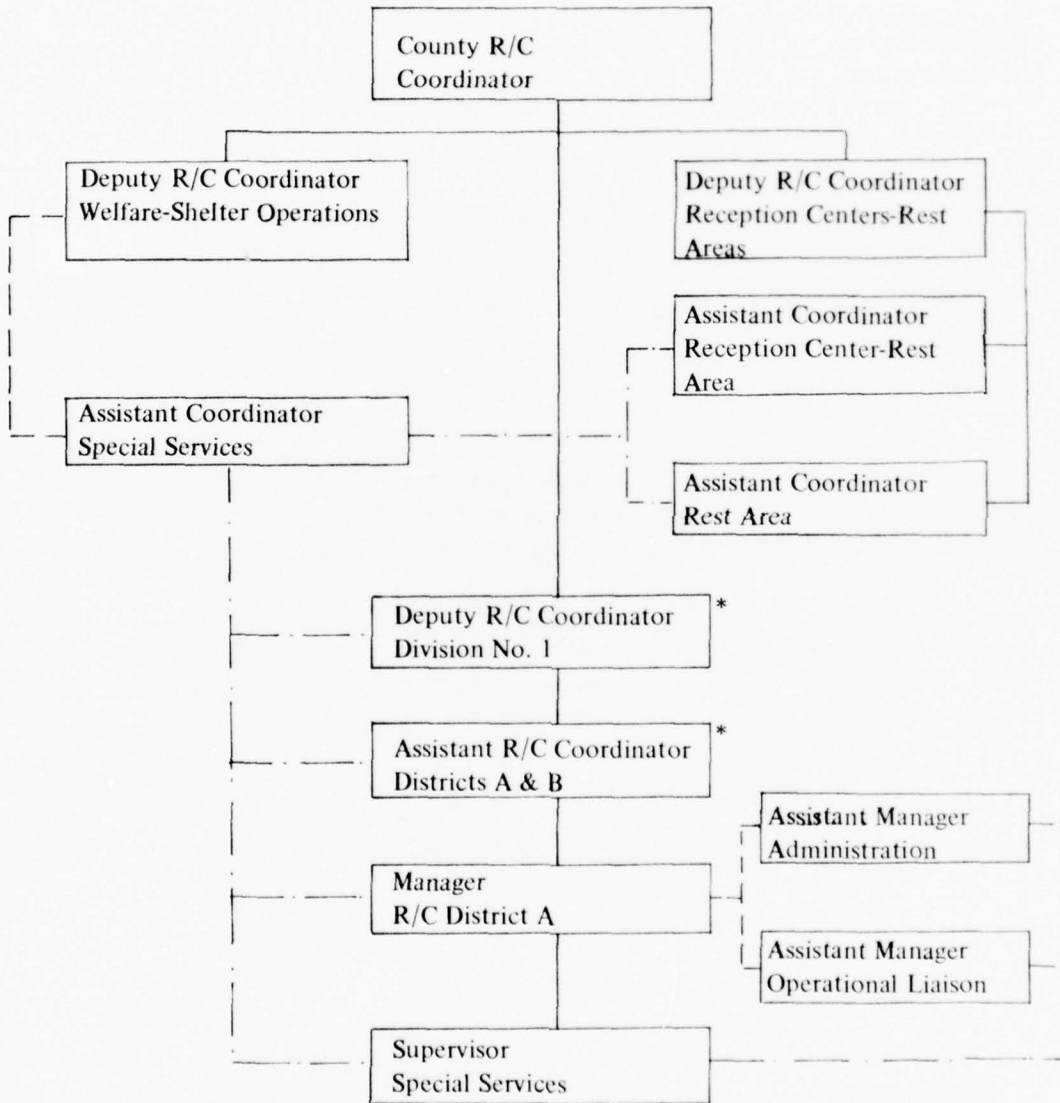
(Vertical Organization)

Personnel Positions	Number*
County Level: Special Services	
● County R/C Coordinator (<i>line</i>)	1
● Deputy Coordinator: Welfare-Shelter Operations (<i>line</i>)	2
● Assistant Coordinator: Special Services (<i>staff</i>)	9
 Division Level	
(Coordinating roles of Deputy Coordinator and Assistant Coordinators.)	20 23, 24
 District Level: Special Services	
● Manager: R/C District (<i>line</i>)	25
● Supervisor: Special Services (<i>line</i>)	31
● Deputy Supervisor: Emergency Financial Assistance (<i>line</i>)	53
● Deputy Supervisor: Guidance and Counsel (<i>line</i>)	54
● Deputy Supervisor: Special Care Groups (<i>line</i>)	55
● Assistant Supervisor: Financial Assistant, Lodging Section (<i>line</i>)	56
● Assistant Supervisor: Guidance and Counsel, Lodging Section (<i>line</i>)	57
● Assistant Supervisor: Special Care Facility (<i>line</i>)	58

*Refers to numbered list of job descriptions beginning on page 49.

SPECIAL SERVICES

Levels: County, Division, District

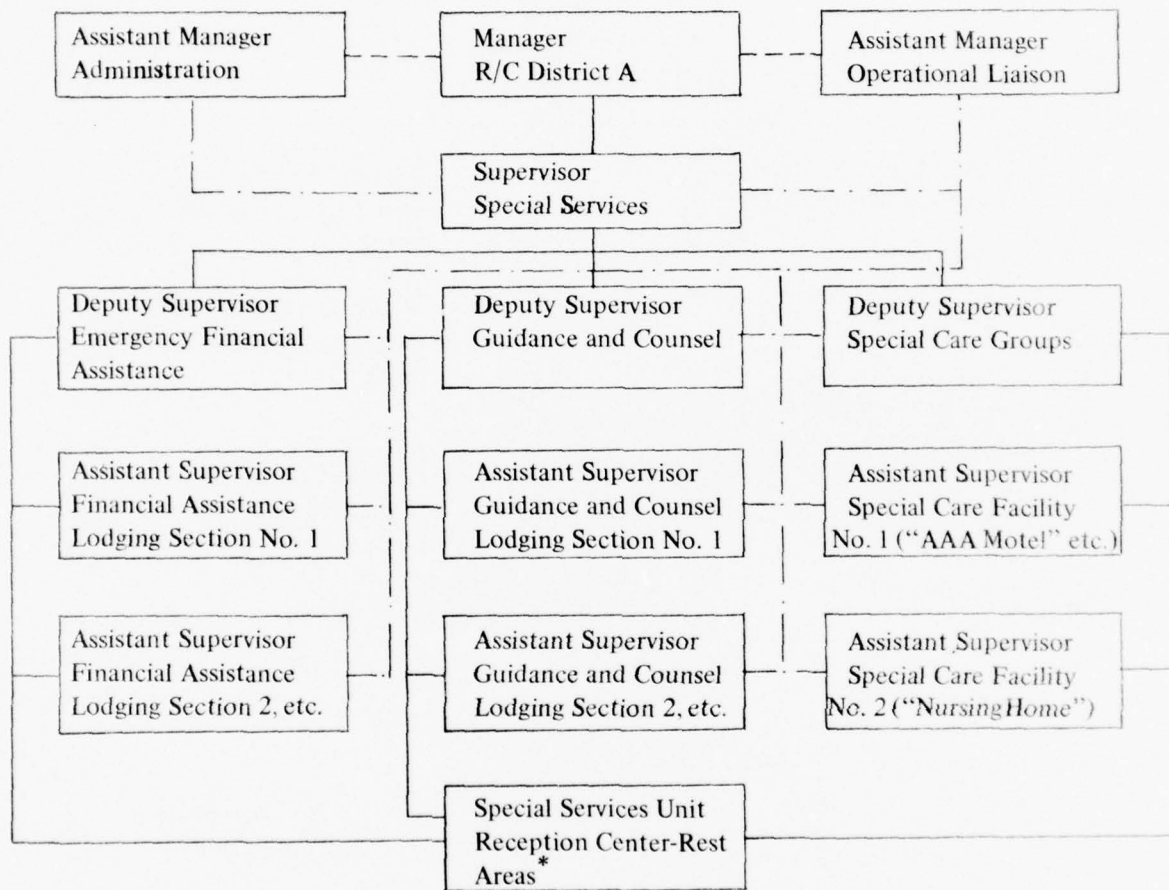


* Position exists only in counties using Divisional units.

- Line Operations
- - - Staff Functions
- · - Technical Guidance and Operational Support

SPECIAL SERVICES

Level: District



* If a Reception Center or Rest Area is located in the District.

- Line Operations
- - - Staff Functions
- - - Technical Guidance and Operational Support

H.

WELFARE-SHELTER OPERATIONS

PERSONAL SERVICES/CLOTHING

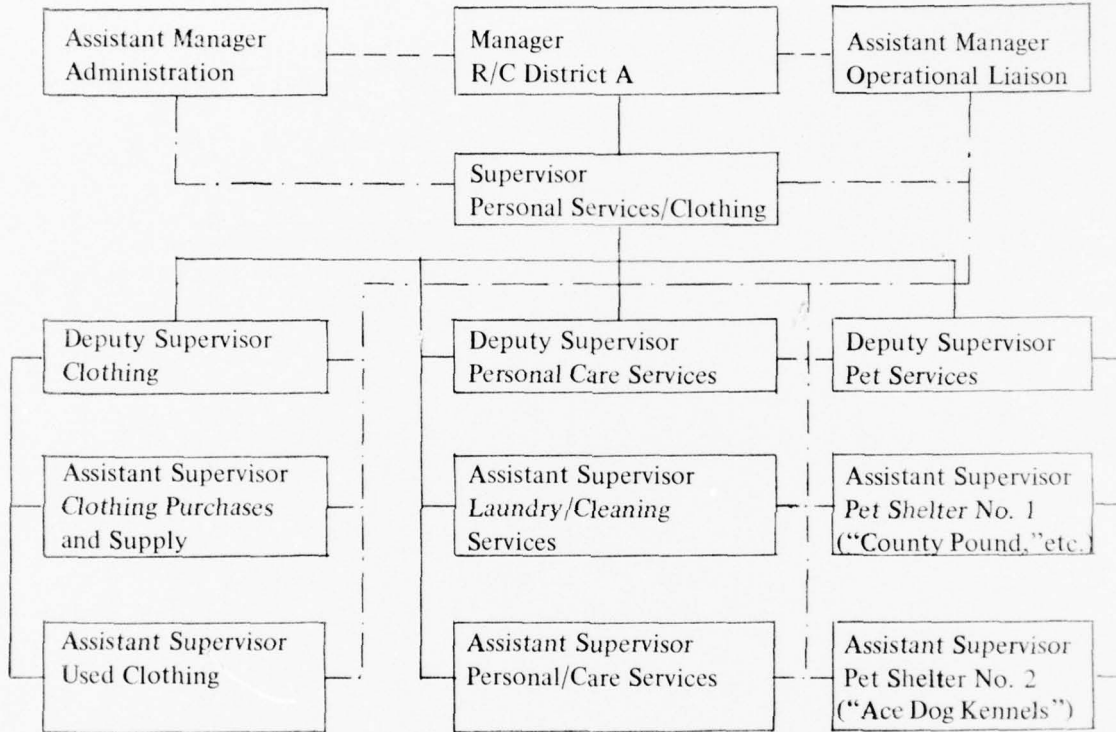
(Vertical Organization)

Personnel Positions	Number *
County Level: Personal Services/Clothing	
● County R/C Coordinator <i>(line)</i>	1
● Deputy Coordinator: Welfare-Shelter Operations <i>(line)</i>	2
● Assistant Coordinator: Personal Services/Clothing <i>(staff)</i>	10
 Division Level	
(Coordinating roles of Deputy Coordinator and Assistant Coordinators)	20 23, 24
 District Level: Personal Services Clothing	
● Manager: R/C District <i>(line)</i>	25
● Supervisor: Personal Services/Clothing <i>(line)</i>	32
● Deputy Supervisor: Clothing <i>(line)</i>	59
● Deputy Supervisor: Personal Care Services <i>(line)</i>	60
● Deputy Supervisor: Pet Service <i>(line)</i>	61
● Assistant Supervisor: Clothing Purchase and Supply <i>(line)</i>	62
● Assistant Supervisor: Used Clothing <i>(line)</i>	63
● Assistant Supervisor: Laundry and Cleaning Services <i>(line)</i>	64
● Assistant Supervisor: Personal Care Services <i>(line)</i>	65
● Assistant Supervisor: Pet Shelter <i>(line)</i>	66

* Refers to numbered list of job descriptions beginning on page 49.

PERSONAL SERVICES/CLOTHING

Level: District



- Line Operations
- - - Staff Functions
- - - Technical Guidance and Operational Support

I.

SHELTER PLANNING AND ALLOCATION

(Vertical Organization)

Personnel Positions

Numbers*

(All Shelter Planning and Allocation Positions are *staff* members reporting to the *line* or operations personnel indicated at each level.)

County Level

- County R/C Coordinator (*line*) 1
- Director: Shelter Planning and Allocation (*staff*) 4
- Assistant Director: Shelter Assignment (*staff*) 13
- Assistant Director: Expedient Shelter (*staff*) 14
- Assistant Director: Shelter Equipment and Supplies (*staff*) 15
- Assistant Director: Shelter Management (*staff*) 16

Division Level

- Deputy R/C Coordinator—Division Level (*line*) 20
- Deputy Director: Shelter Planning and Allocation (*staff*) 21

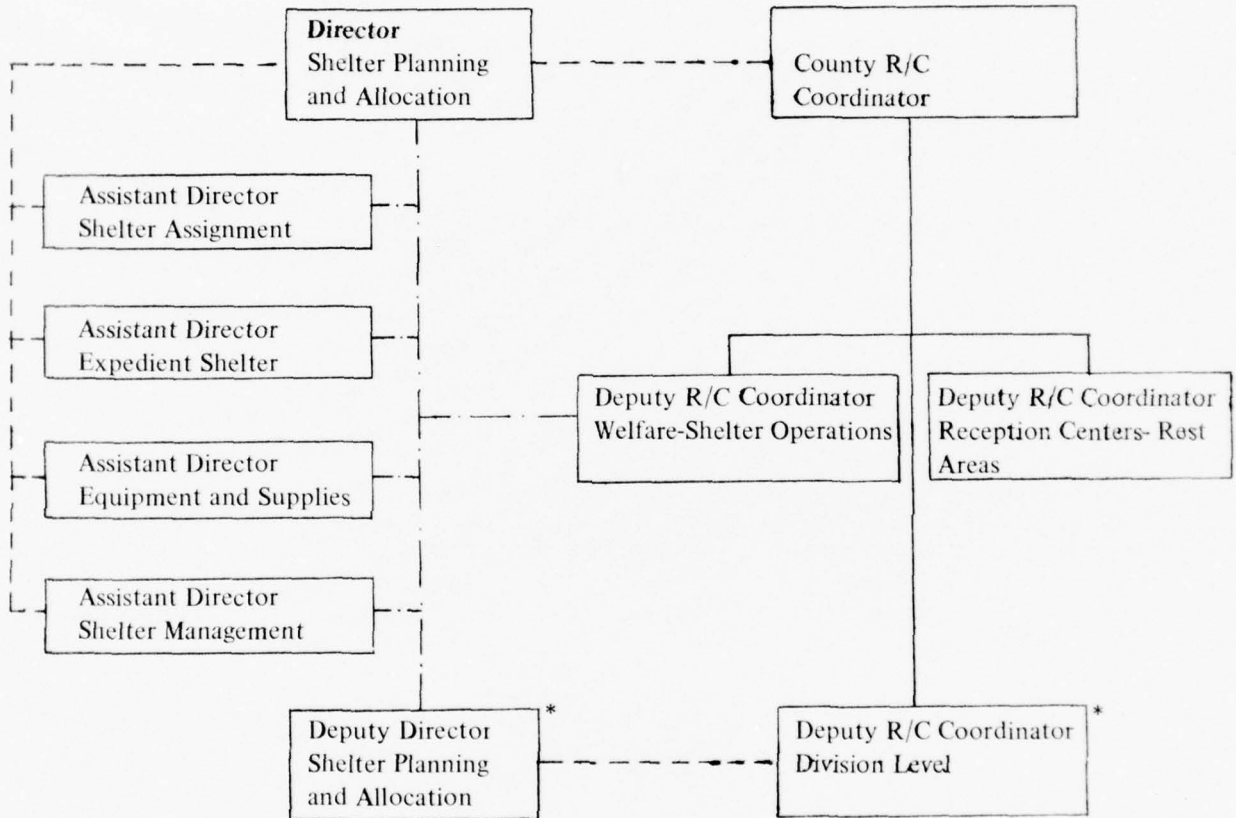
District Level

- Manager: R/C District (*line*) 25
- Supervisor: Lodging and Shelter (*line*) 28
- Deputy Supervisor: Shelter (*staff*) 34
- Assistant Supervisor: NSS Shelter (*staff*) 37
- Assistant Superviosr: Expedient Shelter (*staff*) 38

*Refers to numbered list of job descriptions beginning on page 49.

SHELTER PLANNING AND ALLOCATION

Level: County



* If Divisions are not used in the county, the Deputy Director position may, or may not, be included in the county-level command.

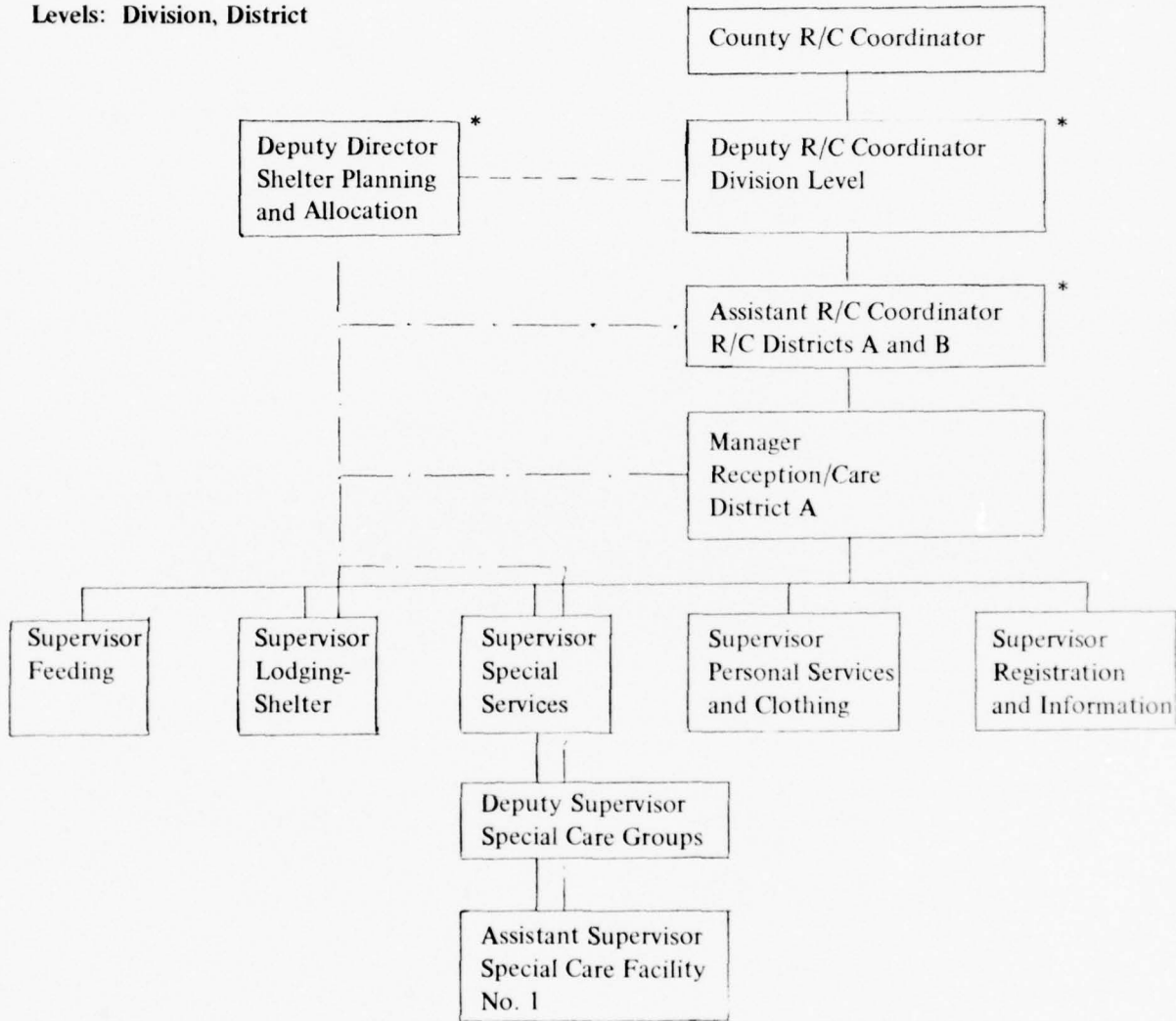
— Line Operations

- - - Staff Functions

- · - Technical Guidance and Operational Support

SHELTER PLANNING AND ALLOCATION

Levels: Division, District

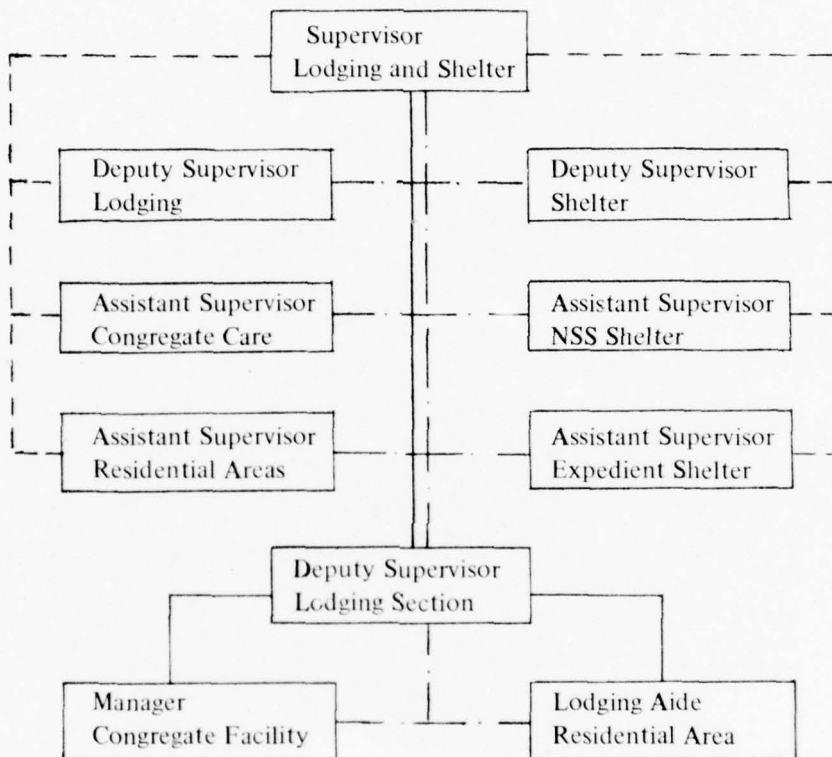


* If Divisions are not used in the county, the Deputy Director position may, or may not, be included in the county-level headquarters.

- Line Operations
- - - - Staff Functions
- · - · - Technical Guidance and Operational Support

SHELTER PLANNING AND ALLOCATION

Levels: District, Lodging Section



- Line Operations
- - - - Staff Functions
- . - . Technical Guidance and Operational Support

J.

AUXILIARY SERVICES

(Vertical Organization)

Personnel Positions

Number*

(All Auxiliary Services positions are staff members reporting to the *line* or operations personnel indicated at each level.)

County Level

- County R/C Coordinator (*line*) 1
- Director: Auxiliary Services (*staff*) 5
- Assistant Director: Public Education and Training (*staff*) 17
- Assistant Director: Religious Affairs (*staff*) 18
- Assistant Director: Recreation (*staff*) 19

Division Level

- Deputy R/C Coordinator—Division Level (*line*) 20
- Deputy Director: Auxiliary Services (*staff*) 22

District Level

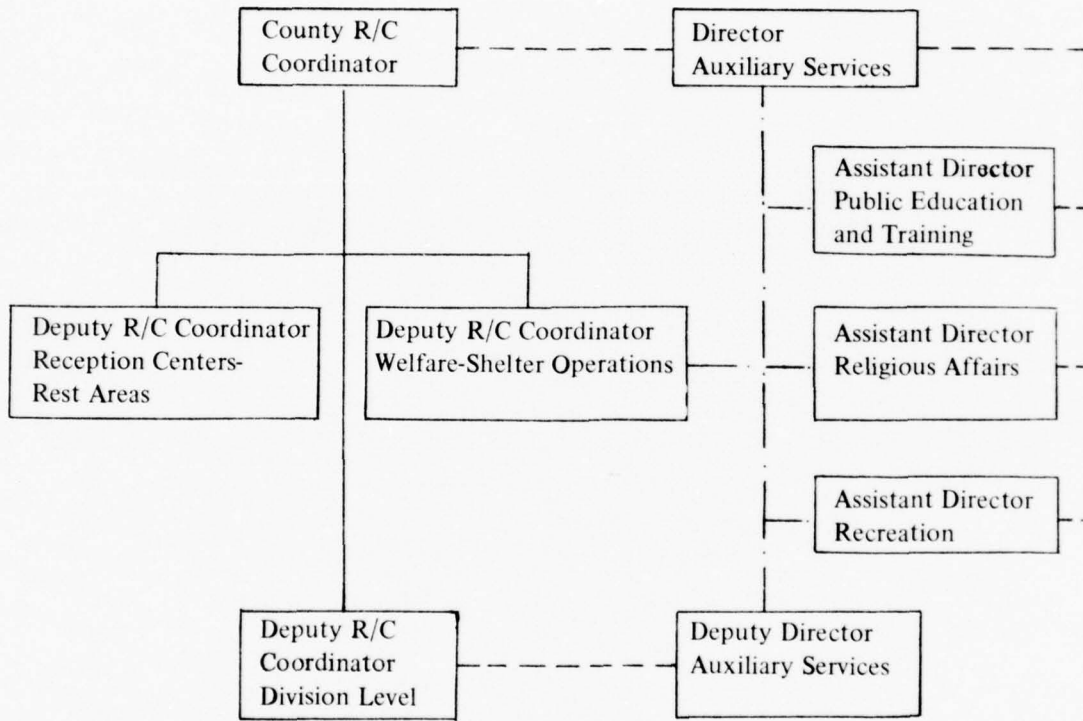
- Assistant Manager: Operational liaison (*line/staff*)** 27

* Refers to numbered list of job descriptions beginning on page 49.

** At the District level and below the Assistant Manager for Operational Liaison coordinates between Auxiliary Services personnel at the Division and County levels, on the one hand, and the Supervisors and personnel of Lodging-Shelter and Special Services, on the other. Though otherwise a *staff* member, the Assistant Manager/Liaison performs a *line* or command function with respect to Auxiliary Services.

AUXILIARY SERVICES

Level: County

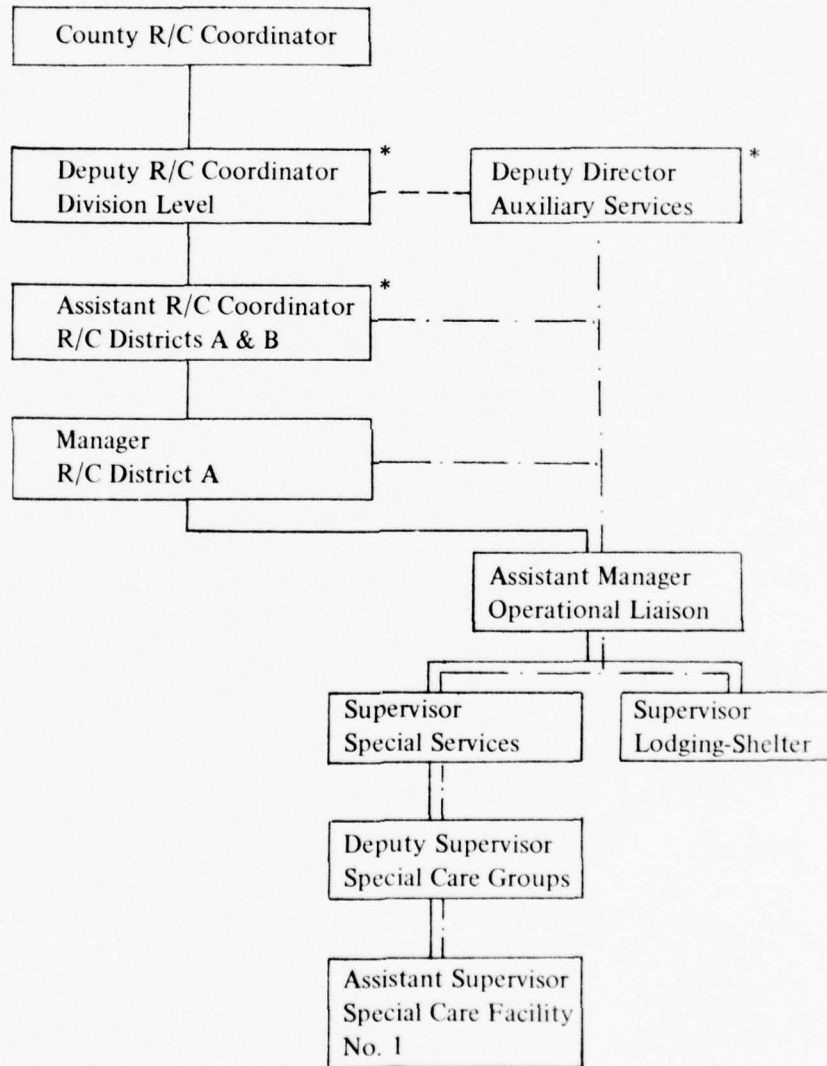


- Line Operations
- - - Staff Functions
- - - Technical Guidance and Operational Support

AUXILIARY SERVICES

(Note: At the District level and below, Auxiliary Services provides personnel and other resources for use by the Lodging-Shelter and Special Services, working through the District's Assistant Manager for Operational Liaison.

Levels: Division, District



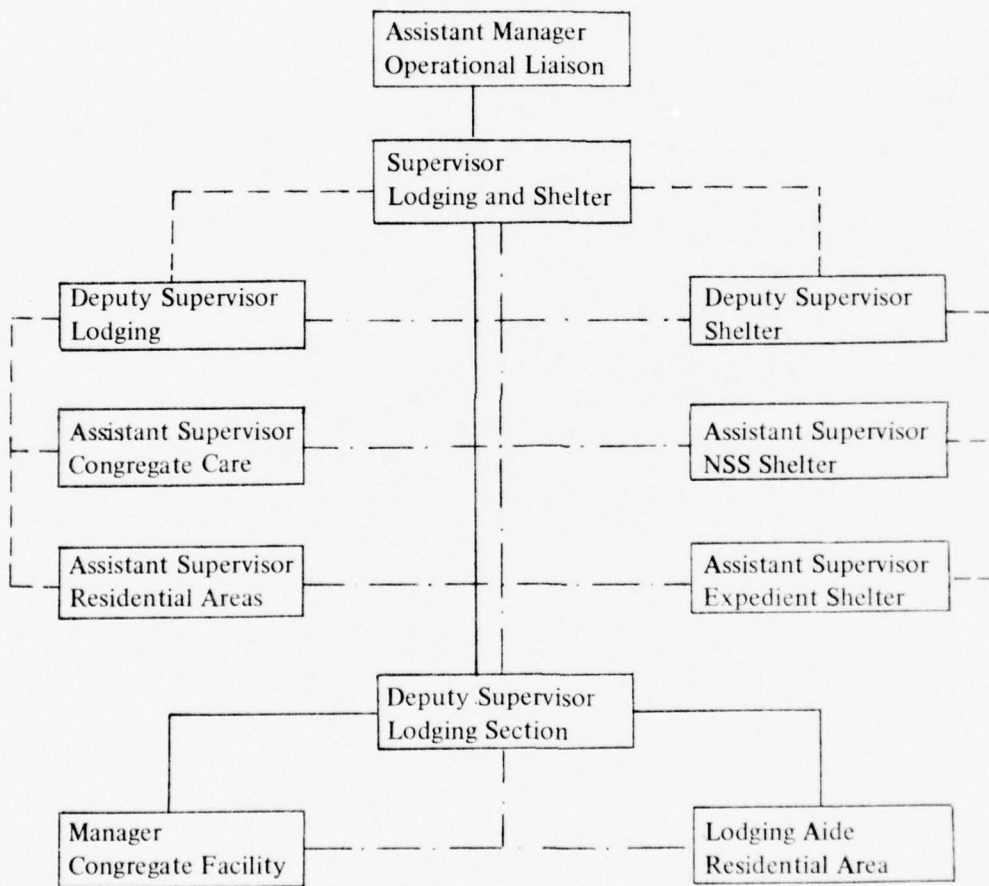
* If Divisions are not used in the county, the Deputy Director position may, or may not, be included in the county-level headquarters.

- Line Operations
- - - Staff Functions
- · - Technical Guidance and Operational Support

AUXILIARY SERVICES

Note: At the District level and below, Auxiliary Services provides personnel and other resources for use by the Lodging-Shelter and Special Services, working through the District's Assistant Manager for Operational Liaison.

Levels: District, Lodging Section



- Line Operations
- - - Staff Functions
- · - Technical Guidance and Operational Support

II.
PERSONNEL POSITIONS
in a
HOST COUNTY R/C SERVICE

Sections A through J below present job descriptions for the sixty-six personnel positions normally found in the management structure of a fully organized Reception/Care Service. These descriptions cover management or chain-of-command responsibilities—not the detailed tasks required to carry out R/C functions.

Responsibilities of R/C (management) personnel include a thorough knowledge of:

- Their own particular positions.
- *All* positions subordinate to them.
- Linkages with related R/C positions.

Sections A through J below correspond to the similar sections in Part I: Tables of Organization.

The Reference List of Personnel Positions and Tables of Organization (page 173 below) provides detailed cross-references between specific positions and the Tables of Organization in which they appear.

Each section and each job description is presented as a separate unit and may be reproduced (with the corresponding Tables of Organization) for use by appropriate organizational elements.

A.
RECEPTION/CARE SERVICES
COUNTY LEVEL

(Command Structure)

Personnel Position No. 1

COUNTY RECEPTION/CARE COORDINATOR

- a. Directs overall planning, readiness and operation of Reception and Care Services in the County.
- b. Coordinates planning, preparatory, and operational measures with:
 - (1) The County Civil Preparedness Coordinator.
 - (2) Other County Emergency Services.
 - (3) _____ County (risk area) Reception and Care Services.
 - (4) State-level Reception and Care Services.
- c. Develops plans for support by the American National Red Cross, the Salvation Army, public and private schools, churches, community service organizations, and other welfare-related organizations and groups.

Personnel Position No. 2

**DEPUTY RECEPTION/CARE COORDINATOR:
WELFARE-SHELTER OPERATIONS**

- a. Assists the Coordinator, Reception and Care Services, to discharge his responsibilities and acts as the coordinator in the absence or incapacity of that officer.
- b. Acts for the Coordinator in planning and directing preparedness measures for welfare-shelter operations.
- c. Provides direction and coordinates the functions of the Assistant Coordinators for:
 - (1) Registration and Information.
 - (2) Lodging and Shelter.
 - (3) Feeding.
 - (4) Personal Services and Clothing.
 - (5) Special Services.
- d. Provides technical guidance and operational support to the Managers of Reception/Care Districts and their Supervisors for Registration and Information, Lodging and Shelter, Feeding, Personal Services and Clothing, and Special Services.
- e. Acts for the Coordinator in the planning and execution of welfare-shelter support measures by:
 - (1) Resource and Supply Service.
 - (2) Public Safety Service.
 - (3) Health and Medical Service
 - (4) Fire and Rescue Service.
 - (5) Communications Staff.
 - (6) Intelligence/Assessment Staff.
 - (7) Warning Staff.
 - (8) Radiological Defense Staff.
 - (9) Public Information Staff.

Personnel Position No. 3

**DEPUTY RECEPTION/CARE COORDINATOR:
RECEPTION CENTERS-REST AREAS**

- a. Assists the Coordinator, Reception and Care Services to Discharge his responsibilities.
- b. Acts as the Coordinator in the absence or incapacity of both the Coordinator and the Deputy Coordinator for Welfare-Shelter Operations.
- c. Acts for the Coordinator in planning and directing Reception and Care responsibilities and functions at Reception Centers and Rest Areas.
- d. Coordinates Reception and Care functions at the Reception Centers and Rest Areas with other Emergency Services.
- e. Provides direction and support to Assistant Coordinators in charge of Reception and Care operations at designated Reception Centers and Rest Areas.

Personnel Position No. 4

DIRECTOR: SHELTER PLANNING AND ALLOCATION

- a. Assists the Coordinator, Reception and Care Services, in all matters relating to Shelter Planning and Allocation, including:
 - (1) Assignment of shelter spaces.
 - (2) Development of expedient shelter.
 - (3) Procurement and placement of shelter equipment and supplies.
 - (4) Placement and training of Shelter Managers and other shelter staff.

- b. Assists the Coordinator, Reception and Care Services, in the planning and execution of shelter support measures by:
 - (1) Resource and Supply Service.
 - (2) Health and Medical Service.
 - (3) Public Safety Service.
 - (4) Fire and Rescue Service.

- c. Provides direction and coordinates the functions of the Assistant Directors of Shelter Assignment, Expedient Shelter, Equipment and Supplies, and Shelter Management.

- d. Provides technical guidance and assistance to the Deputy Director of Shelter Planning and Allocation at the Division level.

Personnel Position No. 5

DIRECTOR: AUXILIARY SERVICES

- a. Assists the Coordinator, Reception and Care Services, in the planning and provision of essential auxiliary services necessary to assure personal adjustments and the maintenance of morale under extreme emergency conditions, including:
 - (1) Emergency orientation and survival training for evacuee and resident populations.
 - (2) First-aid and medical self-help.
 - (3) Religious services and spiritual counseling.
 - (4) Entertainment, games, and other recreational activities.

- b. Assists the Coordinator, Reception and Care Services, in joint planning and execution of survival education and training with:
 - (1) Health and Medical Service.
 - (2) Fire and Rescue Service.
 - (3) Public Safety Service.
 - (4) Radiological Defense Staff.

- c. Provides direction and coordinates the functions of the Assistant Directors of Public Education and Training, Religious Affairs, and Recreation.

- d. Provides technical guidance and assistance to the Deputy Directors of Auxiliary Services at the Division level.

Personnel Position No. 6

ASSISTANT COORDINATOR: LODGING-SHELTER

- a. Assists the Deputy Reception and Care Coordinator for Welfare-Shelter Operations to discharge his responsibilities, and acts as the Deputy in the absence or incapacity of that officer.
- b. Acts for the Deputy Reception/Care Coordinator in all matters relating to the overall planning, readiness, and provision of lodging and shelter protection throughout the County, including development of plans in areas of mutual concern, with:
 - (1) Resource and Supply Service.
 - (2) Health and Medical Service.
 - (3) Public Safety Service.
 - (4) Fire and Rescue Service.
 - (5) Radiological Defense Staff.
- c. Coordinates planning at the County level with:
 - (1) Director of Shelter Planning and Allocation.
 - (2) Assistant Director for Shelter Assignment.
 - (3) Assistant Director for Expedient Shelter.
 - (4) Assistant Director for Shelter Equipment and Supplies.
 - (5) Assistant Director for Shelter Management.
- d. Coordinates with the Assistant Coordinator for Registration and Information, the Assistant Coordinator for Feeding, the Assistant Coordinator for Special Services, and the Assistant Coordinator for Personal Services/Clothing, respectively, those plans and actions necessary to assure support for all Lodging-Shelter responsibilities and functions carried on in the Reception and Care Districts.
- e. Under the Supervision of the Deputy Reception/Care Coordinator for Welfare-Shelter Operations, provides technical guidance and assistance and operational support, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinators for the Divisions and/or their Assistant Coordinators for Reception and Care Districts.
 - (2) Managers of Reception and Care Districts and/or their supervisors of Lodging and Shelter.

Personnel Position No. 7

ASSISTANT COORDINATOR: FEEDING

- a. Assists the Deputy Reception and Care Coordinator for Welfare-Shelter Operations to discharge his responsibilities.
- b. Acts as the Deputy Reception/Care Coordinator for Welfare-Shelter Operations in the absence or incapacity of that officer and the absence or incapacity of both the Assistant Coordinator for Lodging-Shelter and the Assistant Coordinator for Registration and Information.
- c. Acts for the Deputy Reception/Care Coordinator in all matters relating to overall planning readiness, and provision of emergency feeding services, throughout the County—including development of plans in areas of mutual concern with:
 - (1) Resource and Supply Service.
 - (2) Health and Medical Service.
 - (3) Public Safety Service.
 - (4) Fire and Rescue Service.
- d. Coordinates with the Assistant Coordinator for Registration and Information, the Assistant Coordinator for Lodging-Shelter, the Assistant Coordinator for Special Services, and the Assistant Coordinator for Personal Services/Clothing, respectively, those plans and actions necessary to assure support for all Emergency Feeding responsibilities and functions carried on in the Reception and Care Districts.
- e. Under the supervision of the Deputy Reception/Care Coordinator for Welfare-Shelter Operations, provides technical guidance and assistance and operational support, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinator for Reception Centers-Rest Areas and/or his:
 - (a) Assistant Coordinator for Reception Centers.
 - (b) Assistant Coordinator for Rest Areas.
 - (2) Deputy Reception and Care Coordinators for the Divisions and/or their Assistant Coordinators for Reception and Care Districts.
 - (3) Managers of Reception and Care Districts and/or their Supervisors of Feeding.

Personnel Position No. 8

**ASSISTANT COORDINATOR:
REGISTRATION AND INFORMATION**

- a. Assists the Deputy Reception and Care Coordinator for Welfare-Shelter Operations in discharging his responsibilities.
- b. Acts as the Deputy Reception/Care Coordinator for Welfare-Shelter Operations in the absence or incapacity of both that officer and the Assistant Coordinator for Lodging and Shelter.
- c. Acts for the Deputy Reception/Care Coordinator in all matters relating to the overall planning, readiness, and provision of registration, information, referral, and inquiry services throughout the county, including development of plans in areas of mutual concern, with:
 - (1) Command and Control.
 - (2) Public Information Staff.
 - (3) Communications Staff.
 - (4) Health and Medical Service.
 - (5) Public Safety Service.
 - (6) Fire and Rescue Service.
 - (7) Resource and Supply Service.
- d. Coordinates with the Assistant Coordinator for Feeding, the Assistant Coordinator for Lodging-Shelter, the Assistant Coordinator for Special Services, and the Assistant Coordinator for Personal Services/Clothing, respectively, those plans and actions necessary to assure support for all Registration and Information responsibilities and functions carried on in the Reception and Care Districts.
- e. Under the supervision of the Deputy Reception/Care Coordinator for Welfare-Shelter Operations, provides technical guidance and assistance and operation support, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinator for Reception Centers-Rest Areas and/or his:
 - (a) Assistant Coordinators for Reception Centers.
 - (b) Assistant Coordinators for Rest Areas.

- (2) Deputy Reception and Care Coordinators for the Divisions and/or their Assistant Coordinators for Reception and Care Districts.
- (3) Managers of Reception and Care Districts and/or their Supervisors of Registration and Information.

Personnel Position No. 9

ASSISTANT COORDINATOR: SPECIAL SERVICES

- a. Assists the Deputy Reception and Care Coordinator for Welfare-Shelter Operations to discharge his responsibilities.
- b. Acts for the Deputy Reception/Care Coordinator in all matters relating to the overall planning, readiness, and provision of emergency financial assistance, individual and family guidance and counseling, and the care of special groups throughout the county, including development of plans in areas of mutual concern, with:
 - (1) Health and Medical Service.
 - (2) Resource and Supply Service.
 - (3) Fire and Rescue Service.
 - (4) Public Safety Service.
- c. Coordinates with the Assistant Coordinator for Registration and Information, the Assistant Coordinator for Lodging-Shelter, the Assistant Coordinator for Feeding and the Assistant Coordinator for Personal Services/Clothing, respectively, those plans and actions necessary to assure support for all Special Services responsibilities and functions carried on in the Reception and Care Districts.
- d. Under the supervision of the Deputy Reception/Care Coordinator for Welfare-Shelter Operations, provides technical guidance and assistance and operational support, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinator for Reception Centers-Rest Areas and/or his:
 - (a) Assistant Coordinators for Reception Centers.
 - (b) Assistant Coordinators for Rest Areas.
 - (2) Deputy Reception and Care Coordinators for the Divisions and/or their Assistant Coordinators for Reception and Care Districts.
 - (3) Managers of Reception and Care Districts and/or their Supervisors of Special Services.

Personnel Position No. 10

**ASSISTANT COORDINATOR:
PERSONAL SERVICES/CLOTHING**

- a. Assists the Deputy Reception and Care Coordinator for Welfare-Shelter Operations to discharge his responsibilities.
- b. Acts for the Deputy Reception/Care Coordinator in all matters relating to the overall planning, readiness, and provision of personal care services, clothing, laundry and cleaning services, and the care of pets throughout the county—including development of plans in areas of mutual concern with:
 - (1) Resource and Supply Service.
 - (2) Health and Medical Service.
 - (3) Fire and Rescue Service.
 - (4) Public Safety Service.
- c. Coordinates with the Assistant Coordinator for Registration and Information, the Assistant Coordinator for Lodging-Shelter, the Assistant Coordinator for Feeding, and the Assistant Coordinator for Special Services, respectively, those plans and actions necessary to assure support for all Personal Services/Clothing responsibilities and functions carried on in the Reception and Care Districts.
- d. Under the supervision of the Deputy Reception/Care Coordinator for Welfare-Shelter Operations, provides technical guidance and assistance and operational support, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinator for Reception Centers-Rest Areas and/or his:
 - (a) Assistant Coordinators for Reception Centers.
 - (b) Assistant Coordinators for Rest Areas.
 - (2) Deputy Reception and Care Coordinators for the Divisions and/or their Assistant Coordinators for Reception and Care Districts.
 - (3) Managers of Reception and Care Districts and/or their Supervisors of Personal Services/Clothing.

Personnel Position No. 11

**ASSISTANT COORDINATOR:
RECEPTION CENTER-REST AREA ***

- a. Is responsible, through the Deputy Reception/Care Coordinator for Reception Centers-Rest Areas, to the County Coordinator of Reception and Care Services for the organization, readiness, and operation of his assigned Reception Center-Rest Area.
- b. Upon an Official Order for crisis relocation, initiates the organization and activation of his assigned facility.
- c. Under the supervision of the Deputy Reception/Care Coordinator, Reception Centers-Rest Areas, this official:
 - (1) In cooperation with the County Direction and Control staff:
 - (a) Provides for Reception/Care communication requirements at the Reception Center-Rest Area.
 - (b) Clarifies official government emergency policies, objectives, and procedures governing the movement and processing of evacuees assigned to or passing through the Host County.
 - (c) Provides for dissemination of essential authorized public information and instructions to evacuees who are directed by his Center to Lodging Sections within the County—and to transient relocatees enroute to other host counties.
 - (2) Coordinates, with the Deputy Reception/Care Coordinator for Welfare-Shelter Operations, those actions necessary to secure advisory and operational support from:
 - (a) The Public Safety Service in providing emergency information and instructions to evacuees, in directing and controlling traffic, in providing parking facilities, and in maintaining police surveillance.
 - (b) The Fire and Rescue Service in establishing and maintaining fire safety standards.
 - (c) The Resource and Supply Service, as necessary, in locating and constructing temporary sanitary and other emergency facilities, in providing water and food supplies, in providing power and fuel, and in disposing of garbage and other waste matter.

*The responsibility of a given Reception Center may be limited to the processing of evacuees assigned to the Reception and Care District or Districts which it serves or, in addition, it may be responsible for providing comfort facilities and rest services for evacuees enroute to other jurisdictions within the Host County or to other host counties. Accordingly, the Assistant Coordinator will adapt his organization and operations to the specific function or functions assigned to his facility.

- (d) The Health and Medical Service in establishing and maintaining health and sanitation standards, and in assigning first-aid and medical and nursing personnel (as deemed necessary) for cursory examinations of evacuees and the provision of emergency medical services.
- (3) Coordinates with the Assistant Manager for Operational Liaison of the Reception and Care District (within which the Reception Center-Rest Area is situated) to secure needed preparedness and operational support from the Reception and Care Services within the County.* Cooperates with:
- (a) The Emergency Feeding Service in organizing and operating one or more fixed and/or mobile feeding units at the Reception Center-Rest Area to provide canteen or other feeding services, as required, for transient relocatees and emergency workers.
 - (b) The Registration and Information Service in organizing and operating an Information and Referral Unit to provide essential information and instructions to transient relocatees and to evacuees routed to Lodging Sections within the Reception/Care Districts served by the Center.
 - (c) The Special Services in staffing a Special Service Emergency Unit at the Reception Center-Rest Area to provide guidance and other individualized emergency assistance, as needed, for individuals, families, and special care groups with acute physical or emotional problems and/or critical emergency needs.
- d. Upon authorization of the return movement, reactivates the facility to the extent required to provide comfort and other necessary emergency services for evacuees transiting the County on their return to home jurisdictions; and, commensurate with actions taken during the evacuation movement, reinstates coordination and support measures, as necessary, with:
- (1) Direction and Control.
 - (2) Public Safety Service.
 - (3) Fire and Rescue Service.
 - (4) Resource and Supply Service.
 - (5) Health and Medical Service.
 - (6) Emergency Feeding Service.
 - (7) Registration and Information Service.
 - (8) Special Services.
- e. Officially terminates operation of the Reception Center-Rest Area, following the return movement, and submits accounting and operational reports to the Deputy Reception/Care Coordinator for Reception Centers-Rest Areas and/or to the County Coordinator: Reception and Care Services.

* It is the responsibility of the R/C District (within which the Reception Center-Rest Area is located) and its respective Reception/Care Services and administrative officials to equip and staff the Reception Center-Rest Area and to obtain, as needed, back-up assistance from other Districts served by the Center and/or from other Districts within the County having available resources.

Personnel Position No. 12

ASSISTANT COORDINATOR: REST AREA*

- a. Is responsible, through the Deputy Reception/Care Coordinator for Reception Centers-Rest Areas, to the County Coordinator of Reception and Care Services for the organization, readiness, and operation of his assigned Rest Area.
- b. Upon an Official Order for crisis relocation, initiates the organization and activation of his assigned facility.
- c. Under the supervision of the Deputy Reception/Care Coordinator for Reception Centers-Rest Areas, this official:
 - (1) In cooperation with the County Direction and Control staff:
 - (a) Provides for Reception/Care communication requirements at the Reception Center-Rest Area.
 - (b) Clarifies official government emergency policies, objectives, and procedures governing the movement of evacuees passing through the Host County.
 - (c) Provides for dissemination of essential authorized public information and instructions to transient relocatees served by the Rest Area.
 - (2) Coordinates with the Deputy Reception/Care Coordinator for Welfare-Shelter Operations those actions necessary to secure advisory and operational support from:
 - (a) The Public Safety Service in directing and controlling traffic, providing parking space, maintaining police surveillance, and providing emergency information and direction to evacuees.
 - (b) The Fire and Rescue Service in establishing and maintaining fire safety standards.
 - (c) The Resource and Supply Service, as necessary, in locating and constructing temporary sanitary and other emergency facilities, in providing water and food supplies, in providing power and fuel, and in disposing of garbage and other waste matter.
 - (d) The Health and Medical Service in establishing and maintaining health and sanitation standards, and in assigning first-aid and medical and nursing personnel, as deemed necessary, for cursory examinations of evacuees and the provision of emergency medical services.
 - (3) Coordinates with the Assistant Manager for Operational Liaison (of the Reception and Care District within which the Rest Area is situated) to secure needed preparedness

*The primary responsibility of a Rest Area is to provide comfort and rest facilities and services for transient evacuees enroute to distant points within the same host county or to other host counties.

and operational support from the Reception and Care Services within the County.*
Cooperates with:

- (a) The Emergency Feeding Service in organizing and operating one or more fixed and/or mobile feeding units at the Rest Area to provide canteen or feeding services, as required, for transient relocatees and emergency workers.
 - (b) The Registration and Information Service in organizing and operating an Information Center in the Rest Area to provide official information and instructions for transient evacuees.
 - (c) The Special Services in staffing a Special Services Emergency Unit at the Rest Area to provide guidance and other individualized emergency assistance, as needed, for transient individuals, families and special care groups with acute physical or emotional problems and/or critical emergency needs.
- d. Upon authorization of the return movement, reactivates the facility to provide comfort and other necessary emergency services for evacuees transiting the County on their return to home jurisdictions and—commensurate with actions taken during the evacuation movement—reinstates coordination and support measures, as necessary, with:
- (1) Direction and Control.
 - (2) Public Safety Services.
 - (3) Fire and Rescue Service.
 - (4) Resource and Supply Service.
 - (5) Health and Medical Service.
 - (6) Emergency Feeding Service.
 - (7) Registration and Information Service.
 - (8) Special Services.
- e. Officially terminates operation of the Rest Area, following the return movement, and submits accounting and operational reports to the Deputy Reception/Care Coordinator for Reception Centers-Rest Areas and/or to the County Coordinator: Reception and Care Services.

* It is the responsibility of the R/C District (within which the Rest Area is located) and its respective Reception/Care Services and administrative officials to equip and staff the Rest Area and to obtain, as needed, back-up assistance from other Districts within the County having available resources.

Personnel Position No. 13

ASSISTANT DIRECTOR: SHELTER ASSIGNMENT

- a. Assists the Director, Shelter Planning and Allocation, in discharging his responsibilities, and acts as the Director in the absence or incapacity of that official.
- b. Acts for the Director in all matters relating to the allocation and assignment of shelter spaces, including adjustments in Community Shelter Plans (CSPs) necessary to assure equitable assignment of shelter to both the resident and the evacuee populations.
- c. Coordinates requirements for shelter space with the Assistant Director for Expedient Shelter and the Assistant Director for Equipment and Supplies to assure adequate shelter facilities for residents and evacuees.
- d. Coordinates plans for the allocation and assignment of shelter spaces with the Assistant Director for Shelter Management to assist in the determination of personnel requirements for shelter operations and the designation and training of staff.
- e. Under the supervision of the Director, Shelter Planning and Allocation, provides technical guidance and assistance in accordance with organizational and operational requirements to the:
 - (1) Deputy Reception and Care Coordinator for Welfare-Shelter Operations.
 - (2) Deputy Reception and Care Coordinators for the Divisions and for their:
 - (a) Deputy Directors for Shelter Planning and Allocation.
 - (b) Assistant R/C Coordinators for Reception and Care Districts.
 - (3) Managers of Reception and Care Districts and/or their:
 - (a) Supervisors of Lodging and Shelter.
 - (b) Supervisors of Special Services.

Tables of Organization
Sections A, I

Reception/Care Job Description
County Level Command
Shelter Planning and Allocation

Personnel Position No. 14

ASSISTANT DIRECTOR: EXPEDIENT SHELTER

- a. Assists the Director, Shelter Planning and Allocation, in discharging his responsibilities.
- b. Acts for the Director in all matters relating to the location and development of expedient shelter space, including the planning and provision of support by the Resource and Supply Service in the construction and remodeling of shelter facilities.
- c. Coordinates with the Assistant Director for Shelter Assignment in determining requirements for expedient shelter.
- d. Under the supervision of the Director, Shelter Planning and Allocation, provides technical guidance and assistance, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinator for Welfare-Shelter Operations.
 - (2) Deputy Reception and Care Coordinators for the Divisions, and/or their:
 - (a) Deputy Directors for Shelter Planning and Allocation.
 - (b) Assistant R/C Coordinators for Reception and Care Districts.
 - (3) Managers of Reception and Care Districts and/or their:
 - (a) Supervisors of Lodging and Shelter.
 - (b) Supervisors of Special Services.

Personnel Position No. 15

**ASSISTANT DIRECTOR:
SHELTER EQUIPMENT AND SUPPLIES**

- a. Assists the Director, Shelter Planning and Allocation, in discharging his responsibilities.
- b. Acts for the Director in all matters relating to the procurement and placement of shelter equipment and supplies, including support by the Resource and Supply Service in the acquisition and transport of essential equipment and supplies.
- c. Coordinates with the Assistant Director for Shelter Assignment and the Assistant Director for Shelter Management in determining requirements for shelter equipment and supplies.
- d. Under the supervision of the Director, Shelter Planning and Allocation, provides technical guidance and assistance, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinator for Welfare-Shelter Operations.
 - (2) Deputy Reception and Care Coordinators for the Divisions, and/or their:
 - (a) Deputy Directors for Shelter Planning and Allocation.
 - (b) Assistant R/C Coordinators for Reception and Care Districts.
 - (3) Managers of Reception and Care Districts and/or their:
 - (a) Supervisors of Lodging and Shelter.
 - (b) Supervisors of Special Services.

Personnel Position No. 16

ASSISTANT DIRECTOR: SHELTER MANAGEMENT

- a. Assists the Director, Shelter Planning and Allocation, in discharging his responsibilities.
- b. Acts as the Director of Shelter Planning and Allocation in the absence or incapacity of both the Director of Shelter Planning and Allocation and the Assistant Director for Shelter Assignment.
- c. Acts for the Director in all matters relating to shelter management, the provision of essential shelter services and activities, and the recruitment, placement, and training of Shelter Managers and other shelter staff, including the planning and provision of support, as appropriate, by:
 - (1) The Health and Medical Service.
 - (2) The Public Safety Service.
 - (3) The Fire and Rescue Service.
 - (4) The Director of Auxiliary Services, and his:
 - (a) Assistant Director for Public Education and Training.
 - (b) Assistant Director for Religious Affairs.
 - (c) Assistant Director for Recreation.
 - (5) The Deputy R/C Coordinator for Welfare-Shelter Operations, and his:
 - (a) Assistant Coordinator for Registration and Information.
 - (b) Assistant Coordinator for Lodging-Shelter.
 - (c) Assistant Coordinator for Feeding.
 - (d) Assistant Coordinator for Personal Services/Clothing.
 - (e) Assistant Coordinator for Special Services.
- d. Coordinates with the Assistant Director for Shelter Allocation in determining requirements for shelter managers and other shelter staff and in evaluating requirements for essential shelter services and activities.
- e. Coordinates with the Assistant Director for Shelter Equipment and Supplies in determining requirements and procedures for the acquisition of essential items.
- f. Under the supervision of the Director, Shelter Planning and Allocation, provides technical guidance and assistance, in accordance with organizational and operational requirements, to the:

- (1) Deputy Reception and Care Coordinator for Welfare-Shelter Operations.
- (2) Deputy Reception and Care Coordinators for the Divisions, and/or their:
 - (a) Deputy Directors for Shelter Planning and Allocation.
 - (b) Assistant R/C Coordinators for Reception and Care Districts.
- (3) Managers of Reception and Care Districts and/or their:
 - (a) Supervisors of Lodging and Shelter.
 - (b) Supervisors of Special Services.

Personnel Position No. 17

**ASSISTANT DIRECTOR:
PUBLIC EDUCATION AND TRAINING**

- a. Assists the Director, Auxiliary Services, to discharge his responsibilities, and acts as the Director in the absence or incapacity of that officer.
- b. Acts for the Director in all matters relating to emergency orientation, first-aid and medical self-help, and other essential survival training for evacuee and resident populations, including planning and instructional assistance, as appropriate, by:
 - (1) The Health and Medical Service.
 - (2) The Fire and Rescue Service.
 - (3) The Radiological Defense Staff.
- c. Coordinates emergency orientation and survival training requirements and plans with the Assistant Director for Religious Affairs and the Assistant Director for Recreation to assure mutual support and maximum utilization of available time and facilities.
- d. Under the supervision of the Director, Auxiliary Services, provides technical guidance and assistance, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinator for Welfare-Shelter Operations.
 - (2) Deputy Reception and Care Coordinators for the Divisions and for their:
 - (a) Deputy Directors for Auxiliary Services.
 - (b) Assistant R/C Coordinators for Reception and Care Districts.
 - (3) Managers of Reception and Care Districts and/or their:
 - (a) Assistant Managers for Operational Liaison.
 - (b) Supervisors for Special Services.
 - (c) Supervisors for Lodging and Shelter.

Personnel Position No. 18

ASSISTANT DIRECTOR: RELIGIOUS AFFAIRS

- a. Assists the Director, Auxiliary Services, to discharge his responsibilities.
- b. Acts as the Director of Auxiliary Services in the absence or incapacity of both the Director of Auxiliary Services and the Assistant Director for Public Education and Training.
- c. Acts for the Director in all matters relating to the conduct of religious services and the provision of spiritual counseling for evacuees and, as circumstances require, for residents, including plans for the utilization of personnel, equipment, and facilities of religious organizations and groups.
- d. Coordinates emergency requirements and plans for religious services and spiritual counseling with the Assistant Director for Public Education and Training and the Assistant Director for Recreation to assure mutual support and maximum utilization of available *time and facilities*.
- e. Under the supervision of the Director, Auxiliary Services, provides technical guidance and assistance, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinator for Welfare-Shelter Operations.
 - (2) Deputy Reception and Care Coordinators for the Divisions and/or their:
 - (a) Deputy Directors for Auxiliary Services.
 - (b) Assistant R/C Coordinators for Reception and Care Districts.
 - (3) Managers of Reception and Care Districts and/or their:
 - (a) Assistant Managers for Operational Liaison.
 - (b) Supervisors for Special Services.
 - (c) Supervisors for Lodging and Shelter.

Personnel Position No. 19

ASSISTANT DIRECTOR: RECREATION

- a. Assists the Director, Auxiliary Services, to discharge his responsibilities.
- b. Acts for the Director in all matters relating to the planning and conduct of entertainment, games, and other recreational and diversionary activities for evacuees and, as circumstances require, for residents including plans for the utilization of appropriate personnel, equipment, and facilities of:
 - (1) Public and private schools.
 - (2) Churches.
 - (3) Community recreation centers and playgrounds.
 - (4) Libraries.
 - (5) Theatres.
 - (6) Private clubs.
 - (7) Fraternal organizations.
 - (8) Community service organizations.
 - (9) Other available athletic, recreational, and cultural resources.
- c. Coordinates emergency requirements and plans for recreational and diversionary activities with the Assistant Director for Public Education and Training and the Assistant Director for Religious Affairs to assure mutual support and maximum utilization of available time and facilities.
- d. Under the supervision of the Director, Auxiliary Services, provides technical guidance and assistance, in accordance with organizational and operational requirements, to the:
 - (1) Deputy Reception and Care Coordinator for Welfare-Shelter Operations.
 - (2) Deputy Reception and Care Coordinators for the Divisions and/or their:
 - (a) Deputy Directors for Auxiliary Services.
 - (b) Assistant R/C Coordinators for Reception and Care Districts.
 - (3) Managers of Reception and Care Districts and/or their:
 - (a) Assistant Managers for Operational Liaison.
 - (b) Supervisors for Special Services.
 - (c) Supervisors for Lodging and Shelter.

B.

RECEPTION/CARE SERVICES

DIVISION LEVEL

(Command Structure)

Personnel Position No. 20

**DEPUTY RECEPTION/CARE COORDINATOR:
DIVISION LEVEL**

- a. Under the direction of the County Coordinator, Reception/Care Services:
 - (1) Coordinates planning readiness and operation of Reception and Care Services throughout the Division.
 - (2) Coordinates planning and support operations within the Division of the following Emergency Services and Offices.
 - (a) Communications.
 - (b) Warning.
 - (c) Radiological Defense.
 - (d) Public Information.
 - (e) Public Safety Service.
 - (f) Fire and Rescue Service.
 - (g) Health and Medical Service.
 - (h) Resource and Supply Service.
 - (3) Coordinates planning and support operations within the Division of the following public and voluntary organizations and groups:
 - (a) The Public School System(s).
 - (b) Private Schools
 - (c) The American National Red Cross.
 - (d) The Salvation Army.
 - (e) Public welfare organizations.
 - (f) Religious organizations and groups.
 - (g) Hotels and motels.
 - (h) Commercial eating establishments.
 - (i) Community service organizations.
 - (j) Fraternal organizations.
 - (k) Other welfare-related organizations and groups.
- b. Provides direction plus planning and operational assistance to Assistant Reception and Care Coordinators and/or Managers of Reception/Care Districts within the Division.

Personnel Position No. 21

**DEPUTY DIRECTOR:
SHELTER PLANNING AND ALLOCATION**

- a. With technical guidance and assistance from the County Director, Shelter Planning and Allocation, assists the Deputy Coordinator, Reception and Care Services, in all matters relating to Shelter Planning and Allocation in the Division, including:
 - (1) Assignment of Shelter spaces.
 - (2) Development of Expedient Shelter.
 - (3) Procurement and placement of shelter equipment and supplies.
 - (4) Placement and training of Shelter Managers and other shelter staff.

- b. Assists the Deputy Coordinator, Reception and Care Services, in planning and implementing shelter support measures by the:
 - (1) Resource and Supply Service.
 - (2) Health and Medical Service.
 - (3) Public Safety Service.
 - (4) Fire and Rescue Service.

- c. Provides technical guidance and operational assistance to the Supervisors of Lodging and Shelter in Reception and Care Districts A, B, C, D, etc.

Personnel Position No. 22

DEPUTY DIRECTOR: AUXILIARY SERVICES

- a. With technical guidance and assistance from the County Director of Auxiliary Services, assists the Deputy Coordinator of Reception and Care Services in the planning and provision of auxiliary services necessary to assure personal adjustments and the maintenance of morale under extreme emergency conditions, including:
 - (1) Emergency orientation and survival training for evacuee and resident populations.
 - (2) First-aid and medical self-help.
 - (3) Religious services and spiritual counseling.
 - (4) Entertainment and other recreational activities.

- b. Assists the Deputy Coordinator, Reception and Care Services, in planning and implementing survival education and training with:
 - (1) Health and Medical Service.
 - (2) Fire and Rescue Service.
 - (3) Public Safety Service.
 - (4) Radiological Defense Staff.

- c. Provides technical guidance and operational assistance to the Assistant Managers for Operational Liaison in Reception and Care Districts A, B, C, D, etc.

Personnel Position No. 23

**ASSISTANT RECEPTION AND CARE COORDINATOR
(R/C DISTRICTS A AND B)**

- a. Assists the Deputy Reception/Care Coordinator at the Division level to discharge his responsibilities, and acts as the Deputy Reception/Care Coordinator in the absence or incapacity of that officer.
- b. Acts for the Deputy Coordinator in providing direction plus planning and operational assistance to the Managers of Reception and Care Districts A and B.

Personnel Position No. 24

**ASSISTANT RECEPTION AND CARE COORDINATOR
(R/C DISTRICTS C, D, ETC.)**

- a. Assists the Deputy Reception/Care Coordinator at the Division level to discharge his responsibilities, and acts as the Deputy Reception/Care Coordinator in the absence or incapacity of both the Deputy Coordinator and the Assistant Coordinator for Districts A and B.
- b. Acts for the Deputy Coordinator in providing direction, plus planning and operational assistance, to the Managers of Reception and Care Districts C, D, etc.

C.

RECEPTION/CARE SERVICES

DISTRICT LEVEL

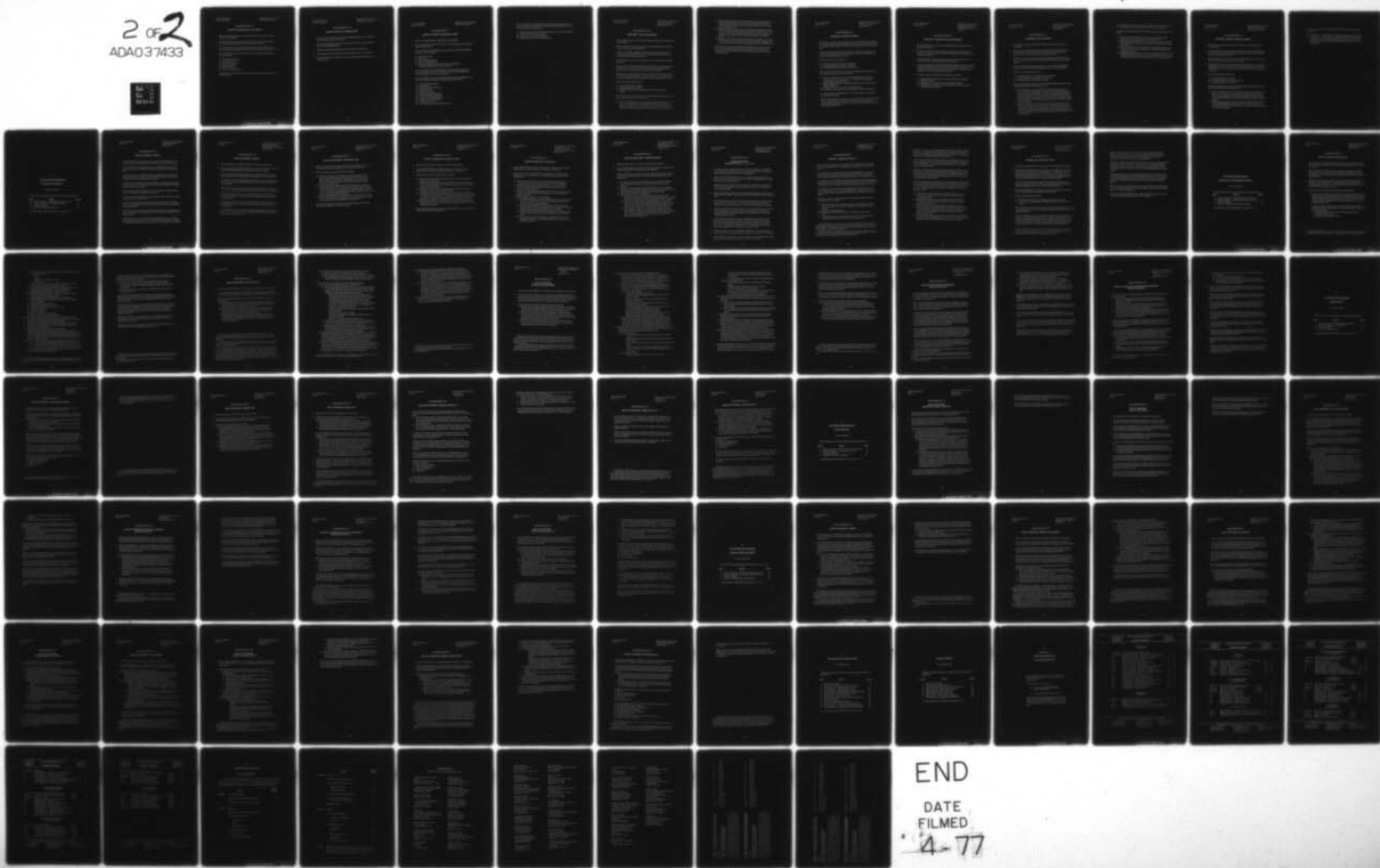
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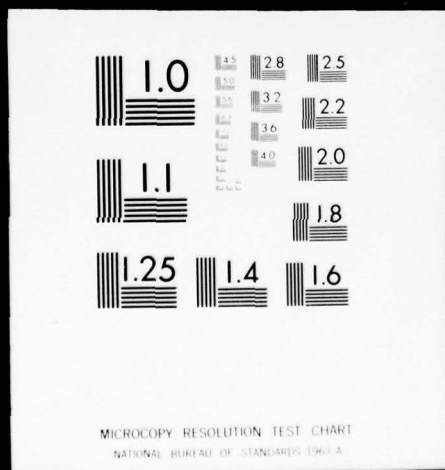


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Personnel Position No. 25

MANAGER: RECEPTION AND CARE DISTRICT

- a. *Directs overall planning, readiness, and operation of Reception and Care Services in Reception and Care District.*
- b. *Incorporates planning and operational support provided by other Government Emergency Services into Reception and Care District plans and operations.*
- c. *Incorporates resources available from public and private voluntary welfare agencies and related organizations and groups into Reception and Care District plans and operations.*
- d. *Provides planning and operational support, as required, to the following Emergency Services and Offices.*
 - (1) *Health and Medical Service.*
 - (2) *Public Safety Service.*
 - (3) *Fire and Rescue Service.*
 - (4) *Radiological Defense.*
 - (5) *Public Information.*
 - (6) *Resource and Supply Service.*
- e. *Coordinates plans and operations of Reception and Care District with adjoining Reception and Care Districts.*

Personnel Position No. 26

ASSISTANT MANAGER: ADMINISTRATION

- a. Assists the R/C District Manager to discharge his responsibilities and acts as the Manager in the absence or incapacity of that officer.
- b. Provides materials and services, and supervises staff, essential to the internal operations of the District Headquarters Office.
- c. Maintains accounts of District financial transactions and other commitments.
- d. Compiles data and maintains official records of the District's services and operations.
- e. Prepares standing and special reports required of the District Manager by Division and County officials.

Personnel Position No. 27

ASSISTANT MANAGER: OPERATIONAL LIAISON

- a. Assists the R/C District Manager in discharging his responsibilities.
- b. Acts as the Manager in the absence or incapacity of both the Manager and the Assistant Manager, Administration.
- c. Acts for the Manager in Coordinating advisory and support activities of the following Emergency Services and Offices:
 - (1) Public Safety Service.
 - (2) Fire Service.
 - (3) Health and Medical Service.
 - (4) Resource and Supply Service.
 - (5) Direction and Control for public information, communications, *radiological monitoring*, and clearance procedures.
- d. Acts for the Manager in coordinating lodging and feeding services, as required, for personnel of Emergency Services and Offices, and in providing other planning and operational assistance to those Services and Offices.
- e. Acts for the Manager in coordinating the utilization of the personnel, equipment, and facilities of the following public and voluntary organizations and groups.
 - (1) The Public School System(s).
 - (2) Private Schools.
 - (3) The American National Red Cross.
 - (4) The Salvation Army.
 - (5) Public welfare agencies.
 - (6) Religious organizations and groups.
 - (7) Commercial lodging establishments.
 - (8) Commercial eating establishments.
 - (9) Community service organizations.
 - (10) Fraternal organizations.
 - (11) Other welfare-related organizations and groups.

f. With technical guidance and assistance from the Deputy Director, Auxiliary Services, acts for the Manager in planning and carrying on the following programs and services within the Reception and Care District:

- (1) Emergency Orientation and survival training for evacuee and resident populations.
- (2) First-aid and medical self-help training.
- (3) Religious services and spiritual counseling.
- (4) Entertainment and other recreational activities.

Tables of Organization
Sections A, C, D, I, J

Reception/Care Job Description
District Level Command
Lodging-Shelter Service

Personnel Position No. 28

SUPERVISOR: LODGING AND SHELTER

- a. Directs planning, readiness, and operation of Lodging and Shelter services in Reception and Care District.
- b. With the assistance of the Deputy Supervisor for Lodging and Shelter, determines the division of the District into Lodging Sections.
- c. Coordinates the lodging of organizational groups and/or unattached individuals and families in congregate care facilities and volunteered residences within the various Lodging Sections of Reception/Care District.
- d. Provides lodging, as required, for Emergency Service personnel assigned to Reception/Care District.
- e. Assists, as necessary, the District Supervisors of Special Services, Feeding, Registration and Information, and Personal Services/Clothing in acquiring and upgrading space essential to their respective operations within Reception/Care District.
- f. With the guidance and assistance of the Division's Deputy Director of Shelter Planning and Allocation, coordinates readiness and provides shelter (as required) for resident and evacuee populations and others assigned to shelters in the Reception/Care District.
- g. Directs and coordinates the functions of:
 - (1) The Deputy Supervisor of Lodging.
 - (2) The Deputy Supervisor of Shelter.
 - (3) The Deputy Supervisors of the Lodging Sections within Reception/Care District.
- h. With technical guidance and assistance from the Assistant Manager, Operational Liaison, utilizes support functions of the following services:
 - (1) Resources and Supply Service for construction and repair requirements development of expedient shelter, procurement of lodging and shelter equipment and supplies, transportation requirements, sanitary facilities, utility requirements, collection and disposal of trash and garbage, and utilization of evacuee manpower.

- (2) Health and Medical Service for health and sanitary inspection and supervision of lodging and shelter facilities; vector control; first-aid, nursing and emergency medical coverage of congregate care and mass shelter facilities; and the handling of deaths among evacuees.
 - (3) Public Safety Service for police coverage of congregate care facilities; maintenance of street patrols and police surveillance throughout the Lodging Sections, including special care facilities and registration and special service centers; designation of parking areas; and control of traffic throughout the District and its Lodging Sections.
 - (4) Fire Service for fire safety inspection and surveillance of congregate care facilities, designated shelters and special care facilities; fire safety patrols in lodging sections; and fire prevention and control measures throughout the District's Lodging Sections.
- i. With support through the Assistant Manager, Operational Liaison, provides religious services and spiritual counseling, emergency orientation and survival training, and recreational and other diversionary activities for populations in congregate facilities and residential areas.

Personnel Position No. 29

SUPERVISOR: EMERGENCY FEEDING

- a. Directs planning, readiness, and operation of all emergency feeding services in Reception/Care District for displaced individuals and families, special care groups, transient evacuees and Emergency Service personnel at stationary feeding facilities and with mobile feeding units.
- b. Organizes individual feeding personnel and emergency feeding cadres as required, and assigns them to hospitals and other institutionalized or special care facilities requiring supplementary feeding assistance and services.
- c. Directs and coordinates the functions of:
 - (1) The Deputy Supervisor for Fixed Feeding Stations.
 - (2) The Deputy Supervisor for Mobile Feeding Units.
 - (3) The Deputy Supervisor for Emergency Support Units.
- d. With technical guidance and assistance from the Assistant Manager, Operational Liaison, utilizes support functions of the following services:
 - (1) Resource and Supply Service for food, fuel, feeding equipment and supplies; transportation services; mobile equipment; construction and maintenance of feeding facilities; and garbage disposal.
 - (2) Health and Medical Service for sanitary supervision of Fixed Feeding Stations and Mobile Feeding Units.
 - (3) Public Safety Service for police coverage of feeding centers.
 - (4) Fire Service for fire safety inspection and surveillance of mass feeding facilities.
- e. Coordinates support by the Lodging Service in acquiring feeding space in congregate care and other fixed facilities.
- f. With the technical guidance and assistance of the County Assistant Coordinator of Feeding, organizes and operates fixed and/or mobile feeding units for transient relocatees, as required, at Reception Centers and Rest Areas, or other designated locations established within Reception/Care District.

Tables of Organization
Sections A, C, E

Reception/Care Job Description
District Level Command
Registration and Information
Service

Personnel Position No. 30

SUPERVISOR: REGISTRATION AND INFORMATION

- a. Directs planning, readiness and operation of Registration and Information services in Reception/Care District.
- b. Coordinates registration of displaced persons and families in the various Lodging Sections, and of persons assigned to institutions and other special care facilities within Reception/Care District.
- c. Coordinates receipt, recording, and response to inquiries concerning the welfare of individuals, families, or groups within Reception/Care District.
- d. With technical guidance and assistance from the Assistant Manager, Operational Liaison, coordinates the gathering and release within the Reception/Care District of general and operational information and instructions concerning emergency conditions and the availability and use of emergency facilities and services.
- e. Coordinates support functions of the following Services and Offices:
 - (1) Assistant Manager, Administration, for space and facilities in the District Headquarters Office.
 - (2) Lodging Service for registration space in Lodging Section Offices.
 - (3) Special Services for registration of persons assigned to special care facilities within Reception/Care District.

Personnel Position No. 31

SUPERVISOR: SPECIAL SERVICES

- a. Directs planning, readiness and operation of Special Services in the Reception and Care District.
- b. Organizes and coordinates the provision of emergency financial assistance and emergency social services, including individual and family guidance and counseling for both residents and evacuees in need of such assistance and services.
- c. Organizes and provides emergency care and services including the operation of special facilities, as required for such groups as the aged, infirm, handicapped, and unattached children.
- d. Plans and coordinates the placement and emergency care of evacuated institutional groups such as public and private orphanages and homes for the aged and disabled.
- e. Directs and coordinates the functions of:
 - (1) The Deputy Supervisor for Emergency Financial Assistance.
 - (2) The Deputy Supervisor for Guidance and Counseling.
 - (3) The Deputy Supervisor for Special Care Groups.
- f. With technical guidance and assistance from the Assistant Manager, Operational Liaison, utilizes support functions of the following Services.
 - (1) Health and Medical Service for nursing and medical coverage of special care facilities; institution and maintenance of proper health and sanitary standards in special care facilities; establishment of procedures for handling critical emergency medical cases and deaths in special care facilities; provision of essential medicines and medical supplies and equipment; and provision of space in established nursing homes and other medical and nursing institutions to care for the needs of evacuated special care groups.
 - (2) Resource and Supply Service for procuring beds, bedding, and other dry goods essential to the operation of special care facilities; construction and repair requirements; transportation services; development of expedient shelter for special care facilities; procurement (with Health and Medical Service) of equipment and supplies for special care facilities; sanitary facilities; utility requirements; and disposal of trash and garbage.

- (3) Fire Service for fire safety standards and surveillance of special care facilities.
 - (4) Public Safety Service for police surveillance of special care facilities.
- g. Coordinates support functions of the following Reception/Care District Services and Offices:
- (1) Lodging Service in the designation of space in congregate lodging and/or other space that can be adapted to the care of special groups.
 - (2) Registration and Information Service in the registration of special care groups, and in the processing of information and inquiries concerning persons in special care facilities.
 - (3) Emergency Feeding Service in providing for the feeding requirements of special care groups and, as required, in supplementing or establishing feeding services in special care facilities.
 - (4) Assistant Manager, Operational Liaison, in providing religious services and spiritual counseling for persons in special care groups; for appropriate emergency orientation and survival training; and for recreational and other diversionary activities.

Personnel Position No. 32

SUPERVISOR: PERSONAL SERVICES/CLOTHING

- a. Directs planning, readiness, and operation of Personal Services/Clothing in Reception and Care District.
- b. Coordinates requirements for the acquisition and distribution of clothing, bedding, and other dry goods for special population groups and other persons in need among Lodging Sections in the Reception/Care District.
- c. Plans and coordinates the provision of laundry, cleaning, bathing, and such other essential personal care facilities and services as may be required.
- d. Establishes policies and procedures governing the handling and maintenance of family pets belonging to evacuees, and coordinates the organization and operation of such facilities (Pet Shelters) as may be required for the protection and proper care of pets in Reception/Care District.
- e. Directs and coordinates the functions of:
 - (1) The Deputy Supervisor for Clothing.
 - (2) The Deputy Supervisor for Personal Care Services.
 - (3) The Deputy Supervisor for Pet Services.
- f. With technical guidance and assistance from the Assistant Manager, Operational Liaison, utilizes support functions of the following services:
 - (1) Resource and Supply Service for procurement of essential clothing, bedding, and other dry goods; laundry and cleaning supplies; transportation services; construction and repair requirements; acquisition and installation of equipment essential to the operation of Personal Care facilities and Pet Shelters; and utility and sanitary facilities.
 - (2) Health and Medical Service for health and sanitary standards required for the care of pets in congregate lodgings, private residences, and pet shelters; and for continuing health and sanitary supervision of all such facilities in which pets belonging to evacuees are maintained.

g. Coordinates support functions of the following Reception/Care Services and Offices in the District:

- (1) Assistant Manager, Administration, in maintaining official accounts of financial transactions and other commitments incurred by Personal Services and Clothing.
- (2) Lodging Service in acquiring or modifying space for the provision of Personal Care Services and for the operation of Pet Shelters in congregate care and other fixed facilities.

D.

WELFARE-SHELTER OPERATIONS

LODGING-SHELTER SERVICE

(Vertical Organization)

Other relevant job descriptions appearing elsewhere in this document are:

Section	Position	Number
A	Deputy Coordinator: Welfare Shelter Operations (County)	2
A	Assistant Coordinator: Lodging-Shelter (County)	6
C	R/C District Manager	25
C	Supervisor: Lodging-Shelter (District)	28

For page numbers, consult the Reference List on pages 173-179.

Personnel Position No. 33

DEPUTY SUPERVISOR: LODGING

- a. Assists the Supervisor of Lodging and Shelter to discharge his responsibilities and acts as the Supervisor of Lodging and Shelter in the absence or incapacity of that officer.
- b. Acts for the Supervisor of Lodging and Shelter in coordinating the functions of the Assistant Supervisor for Congregate Care and the Assistant Supervisor for Residential Areas.
- c. Coordinates assistance to the District Supervisors of Special Services, Feeding, Registration and Information, and Personal Services/Clothing in identifying, acquiring, and upgrading space essential to their respective operations.
- d. Ascertains and evaluates the R/C District's lodging capacity, including capacity for the care of special groups, and assists the Supervisor and the District Manager in designating congregate and special care facilities.
- e. Assists the Supervisor with the determination and/or application of lodging standards necessary to accommodate the District's evacuee load.
- f. Determines personnel requirements for lodging operations within the District and assists in the recruitment and training of staff.
- g. Coordinates readiness and operating functions with the Deputy Supervisor for Shelter to assure the best available shelter protection for both resident and evacuee populations within the R/C District.
- h. Assists the supervisor in evaluating reports from the Lodging Sections, including evacuee arrivals and assignments, and in taking necessary actions to correct imbalances and other lodging problems.
- i. Assists the Supervisor in the assumption of continuing responsibility for overseeing all lodging aspects of Reception and Care operations throughout the emergency, including the establishment and maintenance of an up-to-date "master lodging file" for the District.

Personnel Position No. 34

DEPUTY SUPERVISOR: SHELTER

- a. Assists the Supervisor of Lodging and Shelter to discharge his responsibilities.
- b. Acts as the Supervisor of Lodging and Shelter in the absence or incapacity of both the Supervisor of Lodging and Shelter and the Deputy Supervisor: Lodging.
- c. Acts for the Supervisor of Lodging and Shelter in coordinating the functions of the Assistant Supervisor: NSS Shelter and the Assistant Supervisor: Expedient Shelter.
- d. Ascertains and evaluates the R/C District's potential shelter capacity, including National Shelter Survey spaces and Expedient Shelter spaces in both congregate facilities and private dwellings.
- e. Assists the supervisor with the determination and/or application of shelter standards necessary to accommodate and protect the District's resident and evacuee populations.
- f. Determines personnel requirements for shelter operations within the District and assists in the designation and training of staff, including householders with basement or other shelter space.
- g. Coordinates shelter readiness plans with the Deputy Supervisor for Lodging to assure prompt and effective conversion from Lodging to Shelter operations during an attack or an attack alert.
- h. Assists the Supervisor in the assumption of continuing responsibility for overseeing all aspects of shelter planning and readiness throughout the Reception and Care District during the period of crisis relocation.

Personnel Position No. 35

ASSISTANT SUPERVISOR: CONGREGATE CARE

- a. Assists the Deputy Supervisor: Lodging to discharge his responsibilities and acts as the Deputy Supervisor: Lodging in the absence or incapacity of that officer.
- b. Under the supervision of the Deputy Supervisor: Lodging:
 - (1) Coordinates Congregate Care planning and operations throughout the R/C District in all matters relating to support from the Resources and Supply, Health and Medical, Public Safety, and Fire Services as set forth in Item 6g under responsibilities and functions of the Supervisor, Lodging and Shelter (Section C, Position No. 28).
 - (2) In cooperation with the Assistant Supervisor: Residential Areas, coordinates identification and conversion of congregate space and other facilities necessary to meet resident and evacuee requirements for congregate lodging, special group care, emergency feeding, registration and information, special services, and personal services and clothing within the R/C District.
 - (3) With the Assistant Supervisor: Residential Areas, coordinates with the Lodging Sections the assignment and reassignment of evacuees to congregate care facilities and/or volunteered residences throughout the R/C District.
- c. Provides technical guidance and assistance to the Deputy Supervisors for Lodging Sections and the Managers of Congregate Facilities.

Personnel Position No. 36

ASSISTANT SUPERVISOR: RESIDENTIAL AREAS

- a. Assists the Deputy Supervisor: Lodging to discharge his responsibilities.
- b. Acts as the Deputy Supervisor: Lodging in the absence or incapacity of both the Deputy Supervisor: Lodging and the Assistant Supervisor: Congregate Care.
- c. Under the supervision of the Deputy Supervisor: Lodging:
 - (1) Determines the number, location, types, and capacity of potential volunteered residences in the R/C District.
 - (2) Takes steps through the District's Assistant Manager for Operational Liaison to secure the support of Direction and Control in publicizing the need of volunteered residences for lodging purposes.
 - (3) Develops and carries out plans for lodging evacuees in volunteered residences throughout the residential areas of the R/C District.
 - (4) Coordinates plans and operations relating to the use of volunteered residences in all matters requiring support from the Resources and Supply, Health and Medical, Law and Order, and Fire Services as set forth in Item 6g under responsibilities and functions of the Supervisor, Lodging and Shelter (Section C, Position, No. 28).
 - (5) With the Assistant Supervisor: Congregate Care, coordinates the assignment and reassignment of evacuees to volunteered residences and/or congregate care facilities throughout the R/C District.
- d. Provides technical guidance and assistance to the Deputy Supervisors for Lodging Sections and the Lodging Aides for Residential Areas.

Tables of Organization
Sections D, I

Reception/Care Job Description
Lodging-Shelter Service
Shelter Planning and Allocation
(District Level)

Personnel Position No. 37

ASSISTANT SUPERVISOR: NSS SHELTER

- a. Assists the Deputy Supervisor: Shelter to discharge his responsibilities and acts as the Deputy Supervisor: Shelter in the absence or incapacity of that officer.
- b. Under the supervision of the Deputy Supervisor: Shelter and with technical guidance and assistance from the Deputy Director for Shelter Planning and Allocation at the Division Level:
 - (1) Ascertains the number, location, and types of National Shelter Survey spaces in both congregate facilities and private dwellings throughout the District.
 - (2) Determines potential need for additional shelter spaces to meet the District's resident and evacuee requirements and, as necessary, to provide "back-up" shelter for nearby R/C Districts.
 - (3) Evaluates existing Community Shelter Plans (CSP), including provisions for shelter management and shelter equipment and supplies, in terms of crisis relocation planning requirements.
 - (4) With the Assistant Supervisor: Expedient Shelter:
 - (a) Recommends adjustments in existing CSP assignments of shelter spaces and/or advises other actions required to assure the most feasible shelter protection for both resident and evacuee populations.
 - (b) Through the Assistant Manager, Operational Liaison, develops plans and procedures with the Resource and Supply Service for securing and positioning essential equipment and supplies in all District shelter facilities.
 - (c) Determines shelter staffing requirements and recommends procedures for the selection, placement and training of Shelter Managers and other shelter personnel.
 - (d) Provides technical guidance and assistance to Lodging Aides relative to upgrading both the protective and operating capabilities of basements and other family shelter facilities.

Tables of Organization
Sections D, I

Reception/Care Job Description
Lodging-Shelter Service
Shelter Planning and Allocation
(District Level)

Personnel Position No. 38

ASSISTANT SUPERVISOR: EXPEDIENT SHELTER

- a. Assists the Deputy Supervisor: Shelter to discharge his responsibilities.
- b. Acts as the Deputy Supervisor: Shelter in the absence or incapacity of both the Deputy Supervisor: Shelter and the Assistant Supervisor: NSS Shelter.
- c. Under the supervision of the Deputy Supervisor: Shelter and with technical guidance and assistance from the Deputy Director for Shelter Planning and Allocation at the Division Level:
 - (1) Ascertain the types, locations, and shelter capacities of District buildings and other available facilities within which adequate Expedient Shelter can be developed.
 - (2) Through the Assistant Manager, Operational Liaison, secures and coordinates support from the Resource and Supply Service in the construction and/or development of facilities selected for Expedient Shelter in the R/C District.
 - (3) With the Assistant Supervisor: NSS Shelter:
 - (a) Allocates developed Expedient Shelters within the District to their appropriate Lodging Sections and provides for their activation as components of those Sections and/or their respective R/C District's shelter operations.
 - (b) Plans and recommends the most feasible assignment of evacuees and/or residents to Expedient Shelter facilities within the District and/or, as necessary, to shelter facilities in nearby Districts having surplus shelter space.
 - (c) Assumes joint responsibility for the plans and procedures set forth in Items 6b(4)(b), (c), and (d)—relating to shelter equipment and supplies, shelter staffing and training and technical guidance and assistance to Lodging Aides—of the responsibilities listed for the Assistant Supervisor, NSS Shelter (Section D, Position No. 37).

Tables of Organization
Sections D, I, J

Reception/Care Job Description
Lodging-Shelter Service
(Lodging Section Level)

Personnel Position No. 39

**DEPUTY SUPERVISOR:
LODGING SECTION NO. _____ (1, 2, etc.)**

- a. Is directly responsible, through the Supervisor of Lodging and Shelter, to the Manager of the Reception and Care District for the supervision and coordination of Lodging and Shelter plans and operations throughout the Lodging Section.
- b. With the assistance of the Deputy Supervisor: Lodging, determines through surveys or other means his Section's lodging capacity, under various "lodging standards," including facilities for the care of special groups.
- c. With the assistance of the Deputy Supervisor: Shelter, ascertains the potential number of NSS and Expedient Shelter spaces throughout the Section under the application of various "shelter standards."
- d. With technical guidance and assistance through the Deputy Supervisor: Lodging and the Deputy Supervisor: Shelter, determines the division of the Lodging Section into Residential Areas.
- e. With technical guidance and assistance through the Deputy Supervisor: Lodging and the Deputy Supervisor: Shelter, applies "official" shelter standards in developing and, as necessary, carrying out measures for the conversion from Lodging to Shelter operations.
- f. Through the Supervisor: Lodging and Shelter, acts for the District Manager in the assignment and reassignment of evacuees as organizational groups and/or as individuals to Congregate Facilities and Volunteered Residences within his Section—and with other Lodging Sections in the District.
- g. Acts for the Deputy Supervisor: Lodging in the implementation of assistance within his Section to the District Supervisors of Special Services, Feeding, Registration and Information, and Personal Services/Clothing in identifying, acquiring, and upgrading space essential to their respective operations—and in facilitating the incorporation of their services into the District's overall Reception and Care program.
- h. Determines requirements for, and coordinates, supporting services provided within the Section by the Resource and Supply, Health and Medical, Public Safety, and Fire Services.
- i. With the guidance and assistance of the Deputy Supervisors for Lodging and Shelter, plans and implements the lodging and shelter staff requirements of his Section.

Personnel Position No. 40

MANAGER: CONGREGATE FACILITY

- a. Assists the Deputy Supervisor for the Lodging Section in discharging his responsibilities and acts as the Deputy Supervisor: Lodging Section in the absence or incapacity of that officer.*
- b. Under the supervision of the Deputy Supervisor for the Lodging Section, is responsible to the Supervisor: Lodging and Shelter and the Manager of the Reception and Care District for planning, organizing, and directing the operations of his Congregate Facility.
- c. In cooperation with the R/C District Supervisors of Feeding, Special Services, Registration and Information, and Personal Services and Clothing, plans and meets the emergency needs of individuals, families, and organizational and/or special groups assigned to his facility.
- d. In cooperation with the District's Assistant Manager for Operational Liaison, secures and coordinates support by the Health and Medical Service in answering first-aid emergency medical nursing and other Health and Medical Services required by his congregare facility.
- e. Designates, as necessary, a Deputy Manager** responsible for the lodging functions of the congregare facility including:
 - (1) Determining lodging capacity and the potential to accommodate other essential emergency needs and services within the facility under the required "Lodging Standard."
 - (2) Arranging and assigning living space.
 - (3) Maintaining close contact with evacuees and responding to their respective needs.
 - (4) Recommending and/or taking action necessary to correct or alleviate problems arising from the "living" situation within the congregare facility.

*The Deputy Supervisor for a Lodging Section is responsible for designating one of his Congregate Facility Managers to act in his absence. If there is but one Congregate Facility in the Section the designation should be automatic. In a small operation the Deputy Supervisor of the Lodging Section and the Manager of a Congregate Facility may well be the same person.

**The Deputy Manager of a congregare facility housing an organizational group should be a competent individual selected from that group or from the predominant group in a multi-group facility. In a multi-group facility the Deputy could select Assistants from other groups in the facility.

- f. Designates, as necessary, an Assistant Manager responsible for overseeing the physical maintenance and operation of the Congregate facility, including cooperation with the District's Assistant Manager for Operational Liaison in securing necessary support by the Resource and Supply, Public Safety, and Fire Services.
- g. Under the supervision of the Deputy Supervisor for the Lodging Section, cooperates with the Lodging Aide(s) in the selection of individuals and families for assignment to volunteered residences, and in making lodging reassignments to overcome lodging imbalances and other problems.
- h. Establishes and maintains an up-to-date Congregate Care Record File for his facility, and maintains a system of liaison and referral with the Registration and Information Service to assure that records at the facility, Section, and District levels reflect current lodging assignments and reassignments of individuals, families, and members of organizational and/or special groups.
- i. Under the technical guidance and assistance of the Assistant Supervisor: Congregate Care—and in cooperation with Welfare-Shelter and other Emergency Services operating units in his facility—is responsible for recruiting and/or assigning staff required by the facility. The following policies should guide the recruitment, assignment, and supervision of staff:
 - (1) When feasible, persons familiar with the building or buildings used for a congregate facility should be selected for key management, engineering, and custodial functions.
 - (2) Leadership personnel from organizational groups assigned to the facility should be given key responsibilities, especially responsibilities relating to personal and group needs.
 - (3) With the support of the Assistant Manager: Operational Liaison, utilize personnel, facilities, and equipment available from public and private school systems, public and voluntary welfare agencies, religious organizations and groups, commercial establishments, and fraternal and other community organizations and groups.
 - (4) Each staff member assigned to the facility should be under the administrative supervision of the Facility Manager and/or one of the key assistants, and, where applicable, under the technical direction of his own service or program.

Personnel Position No. 41

LODGING AIDE: RESIDENTIAL AREA *

- a. Assists the Deputy Supervisor for the Lodging Section to discharge his responsibilities.
- b. Under the supervision of the Deputy Supervisor for the Lodging Section, is responsible to the Supervisor: Lodging and Shelter and the Manager of the Reception and Care District for soliciting volunteered residences throughout his assigned area—and for evaluating, planning and directing the use of such residences as a lodging and shelter resource in accordance with established lodging and shelter standards.**
- c. Gives emphasis to duties primarily designed to make the assignment of evacuees to emergency lodging in volunteered residences fast and efficient, and as appropriate and considerate as possible for both evacuees and their householder hosts.
- d. During Crisis Relocation receives assigned evacuees at his Lodging Section headquarters and escorts them to designated lodgings in his Residential Area.
- e. Provides information and instruction for:
 - (1) Householders on their role in the lodging program as hosts to evacuees.
 - (2) Evacuees on their responsibilities as the guests of householders in volunteered residences.
- f. Within his Residential Area, maintains close contact with both householders and evacuees, responds to their respective needs, and serves as their official link with the Lodging Section and the R/C District.
- g. Provides information and assistance, as required, to both evacuees and householders in obtaining essential emergency goods and services available in Congregate Care facilities, Emergency Feeding facilities, Emergency Health and Medical facilities, Special Services facilities, Personal Services/Clothing facilities, Registration and Information facilities, and other facilities and services within the Lodging Section and the R/C District.

* Should, if possible, be an individual residing within and/or well acquainted with his assigned area.

** A Residential Area normally has from twenty to forty private dwelling units—depending on location and other circumstances. The workload must be one of manageable proportions.

- h. Under the technical guidance and assistance of the Assistant Supervisors of NSS Shelter and Expedient Shelter, surveys and evaluates shelter and potential expedient shelter spaces in private dwellings within his Residential area and transmits this information to the Deputy Supervisor for the Lodging Section.
- i. Under the supervision of the Deputy Supervisor for the Lodging Section, cooperates with the Managers of Congregate Facilities in the selection of individuals and families for assignment to volunteered residences, and in making lodging reassignments to either volunteered residences or congregate facilities to overcome lodging imbalances and other problems.
- j. Establishes and maintains an up-to-date lodging file for his Area, and maintains a system of liaison and referral with the Registration and Information Service to assure that his records and those maintained at the Section and District Levels reflect current lodging assignments of individuals, families, and members of organizational and/or special groups.
- k. With the concurrence of the Deputy Supervisor for the Lodging Section, selects suitable space in a volunteered residence or other facility within his area, or immediately adjacent thereto, as an operational headquarters.
- l. As required, designates householders and/or evacuees assigned to his Area to assist with the performance of responsibilities under his or her supervision.

E.

**WELFARE-SHELTER OPERATIONS
REGISTRATION AND INFORMATION SERVICE**

(Vertical Organization)

Other relevant job descriptions appearing elsewhere in this document are:

Section	Position	Number
A	Deputy Coordinator: Welfare-Shelter Operations (County)	2
A	Assistant Coordinator: Registration and Information (County)	8
C	R/C District Manager	25
C	Supervisor: Registration and Information (District)	30

For page numbers consult the Reference List on pages 173-179.

Personnel Position No. 42

DEPUTY SUPERVISOR: REGISTRATION

- a. Assists the Supervisor of Registration and Information to discharge his responsibilities and acts as the Supervisor of Registration and Information in the absence or incapacity of that officer.
- b. Acts for the Supervisor of Registration and Information in organizing and carrying out procedures for the registration of displaced persons and families in the various Lodging Sections and of persons assigned to institutions and other special care facilities within the District.
- c. Establishes a central registration file for the District and maintains a system for prompt reporting from the Lodging Sections of lodging assignments and reassignments of individuals, families, and members or organizational groups and of persons assigned to institutions and other special care facilities.
- d. Under the direction of the Supervisor of Registration and Information:
 - (1) Takes joint action with the Deputy Supervisor for Lodging, Deputy Supervisor for Financial Assistance, and Deputy Supervisor for Special Care Groups to improvise a registration and information format which can be used to serve the common purposes of the Registration and Information Service, the Special Services, and the Lodging and Shelter Service.*

The improvised format should be designed for recording the following kinds of information on a basic registration sheet or card and, as necessary, on attachments to the basic registration:

- (a) Last name of family or individual person registered (a single person is considered a family of one).
- (b) Home address (pre-emergency address).

*This action should be taken in the absence of an official registration form or a recommended registration format developed at the State or County level prior to or at the initiation of a crisis relocation operation.

- (c) Family members with the last name assigned to the same emergency address in the order listed below: *

- Man
- Woman
- Children (in descending order by age)
- Other relatives

The first and middle names, age, sex, and relationship to the head of the family should be recorded for each member of the family.

- (d) Assigned lodging address (including name of Congregate Facility, where applicable) with identifying District, Section and Area Codes.
- (e) Householder's name, if assigned to a volunteered residence.
- (f) Organizational Group, if assigned to lodging as a member or members of an officially designated organizational group.
- (g) Date of registration and/or assignment to the lodging facility.
- (h) Employment status giving special skills, emergency work assignments, if any, and availability.
- (i) Serious health or medical problems.
- (j) Emergency hospitalization or medical care.
- (k) Emergency financial assistance or assistance in kind.
- (l) Assigned shelter facility.
- (m) Lodging reassignments.
- (n) Date of departure from assigned lodging.
- (o) Relevant notations, comments and suggestions.
- (2) Determines jointly with the Deputy Supervisors for Inquiry Services and for Information and Referral the space required to serve all Registration and Information functions in the District's respective Lodging Sections.
- (3) Acquires from the Lodging Service the space in Lodging Section Headquarter Offices and suboffices required for the conduct of Registration, Inquiry, and Information and Referral functions.
- (4) Coordinates with the Deputy Supervisor for Inquiry Services and the Deputy Supervisor for Information and Referral the organization and technical supervision of Registration and Information personnel assigned to Reception Centers and/or Rest Areas (located within the District) to perform such registration and information functions as may be required by evacuees processed by or passing through those facilities.
- (5) Establishes, with the assistance of the Assistant Manager for Operational Liaison, a procedure with the Health and Medical Service for the mutual change of data and information essential to the maintenance of official, up-to-date, and complete records for each Service on persons assigned to hospitals or receiving other medical or nursing care, and to assure an official and complete emergency record of deaths and burials occurring during crisis relocation.

* Family members with a different last name or assigned to another lodging facility must be registered separately. Their registrations should then be cross-referenced, where feasible, with the registrations of other family members.

- e. Coordinates with the Deputy Supervisor for Lodging the plans and procedures for the registration of individuals and families assigned to Congregate Facilities and Volunteered Residences within the District, including:
 - (1) Procedures for recording changes in lodging assignments within the District.
 - (2) Procedures for recording the transfer of individuals and families assigned to other R/C Districts and for registering individuals and families transferred in from other Districts.
 - (3) Procedures for processing, transmitting, and maintaining registration forms and other official records.
- f. Coordinates with the Deputy Supervisor for Lodging and the Deputy Supervisor for Shelter plans and procedures to effect those changes in individual and family registrations that would be required by conversion from Lodging to Shelter operations during an attack or attack alert.
- g. Coordinates with the Deputy Supervisor for Special Services the plans and procedures for the registration of persons assigned to institutions and other special care facilities within the District, including provision for the recording of data and other information of special significance bearing on the care and the welfare of the respective individuals assigned to such facilities.
- h. Recruits qualified persons to staff registration functions at the District Level and in the Lodging Sections, and provides on-the-job instruction and guidance on registration requirements and procedures.*
- i. Provides direction and technical guidance and assistance to the Assistant Supervisors for Registration in the respective Lodging Section of the District.

* Qualified persons, such as school teachers, librarians, office managers and others experienced in working with people and familiar with recording and filing systems, should be recruited from both the resident and evacuee populations.

In Lodging Sections serving organizational groups, qualified persons within such groups should be recruited and used whenever possible.

Personnel Position No. 43

DEPUTY SUPERVISOR: INQUIRY SERVICES*

- a. Assists the Supervisor of Registration and Information to discharge his responsibilities.
- b. Acts as the Supervisor of Registration and Information in the absence or incapacity of both the Supervisor of Registration and Information and the Deputy Supervisor: Registration.
- c. Acts for the Supervisor of Registration and Information in organizing and carrying out procedures for:
 - (1) Receiving, processing, and responding to inquiries from outside the District concerning the location and/or well-being of individuals, families, or groups (resident and evacuee) within—or possibly within—the District.**
 - (2) Receiving, processing, and responding to inquiries from residents and evacuees within the District concerning the specific whereabouts and/or well-being of individuals, families, or groups located within the District.
 - (3) Receiving and evaluating the urgency of inquiries from residents and evacuees within the District concerning individuals, families, and groups located outside the District (in other Districts, Divisions, or counties—which may or may not be known to the inquirers).***

*"Inquiry Services" do not relate to requests for general information but specifically to inquiries seeking to learn the whereabouts of individuals, families, or special groups for the purpose of receiving or transmitting information determined to be essential to the well-being of the inquirer, the persons inquired about, or both.

**The whereabouts of most individuals, families, and groups will not be known to those making inquiries about them. Therefore, many of the inquiries received will be seeking to learn if those inquired about may possibly be located within the District.

***The processing of inquiries must be keyed to the realities of the emergency situation—including overloaded communication facilities and the disruption of normal mail services. Inquiries originating within the District about individuals, families, and groups located within the District can be processed routinely once the registration files at the Lodging Section and the District levels have been set up. However, the processing of large numbers of inquiries beyond the District level would impose difficult if not insurmountable problems during the anticipated duration of a Crisis Relocation. Therefore, only inquiries considered "urgent" and clearly essential for the relief of undue anxiety and distress and/or to assure the safety and well-being of those concerned should be accepted for processing beyond the district.

- (4) Accepting and transmitting "urgent" inquiries for processing, as required:
 - (a) By the Inquiry Services of other Districts within the Division.
 - (b) By the Inquiry Services of Districts within other Divisions of the County.
 - (c) By the Registration and Information Service at the County Level, including referrals to the Registration and Information Services of other Counties.

- d. Under the direction of the Supervisor of Registration and Information:
 - (1) Coordinates with the Deputy Supervisor for Registration in:
 - (a) Improvising an inquiry form which can be used to record data on inquiries received concerning people, including actions taken and final dispositions of inquiries.* *The improvised inquiry form (a card or sheet of paper) should be designed to record the following kinds of information:*
 - Name and pre-emergency home address of person inquired about.
If the inquiry is about more than one person in a family, the head of the family should be listed as indicated above and the full names of all other family members inquired about listed below that.
 - The name or other identifying information of a special group inquired about and its pre-emergency address, if any (i.e., a nursing home, orphanage, or other insititutional group).
 - Identity of Lodging Section and Reception and Care District in which inquiry originated.
 - Information sought and date of inquiry.
 - Information furnished, date, and signature or initials of worker providing the information.
 - Name and current address of person making inquiry.
 - (b) Establishing, as an adjunct to the central registration file for the District, a section for inquiries including a "tickler file" of unfinished inquiries to direct attention to further action that is required at a specific time.
 - (c) Establishing procedures governing the use of the Central Registration File as a source of information from which to answer incoming inquiries concerning the whereabouts and well-being of individuals and families.
 - (2) Determines jointly with the Deputy Supervisors for Registration and for Information and Referral the space required to serve all Registration and Information functions in the Districts' respective Lodging Sections, and acquires from the Lodging Service space in Lodging Section Headquarter Offices and suboffices required for the conduct of Registration, Inquiry, and Information and Referral functions.
 - (3) Coordinates with the Deputy Supervisor for Registration and the Deputy Supervisor for Information and Referral the organization and technical supervision of Registration and Information personnel assigned to Reception Centers and/or Rest Areas located within the District, to perform such registration and information functions as may be required by evacuees processed by or passing through those facilities.

* This action should be taken in the absence of an official inquiry form or recommended format developed at the State or County level prior to or at the initiation of a crisis relocation operation.

- (4) Coordinates with the Deputy Supervisor for Information and Referral in:
 - (a) Obtaining from the Deputy Supervisor for Special Care Groups a list of all established institutions and emergency special care groups located within the District, including the names and kinds of facilities, their locations, the numbers of regular and/or emergency inhabitants, and such other information as will facilitate the processing of inquiries and the provision of operational information and referral services.
 - (b) Obtaining, with the assistance of the Assistant Manager for Operational Liaison, a list from the Health and Medical Service of all established hospitals, emergency hospitals, and auxiliary medical facilities located within the District, including their names and locations, the numbers of patients, and such other information as will facilitate the processing of inquiries and the provision of operational information essential to the functions of the Inquiry and the Information and Referral Services.
- (5) Recruits qualified persons to staff inquiry functions at the District Level and, as required, in the Lodging Sections, and provides on-the-job instruction and guidance on inquiry requirements and procedures.*

*Mature men and women, experienced in meeting the public, with interviewing experience if possible, should be recruited from both the resident and evacuee populations.

Where feasible, qualified persons from organizational groups should be recruited and used to serve members of their groups.

Personnel Position No. 44

**DEPUTY SUPERVISOR:
INFORMATION AND REFERRAL**

- a. Assists the Supervisor of Registration and Information in discharging his responsibilities.
- b. Acts for the Supervisor of Registration and Information in planning, organizing, and carrying out procedures for assembling and releasing within the District official and general operational information and instructions relating to emergency conditions, emergency requirements, and the availability and use of emergency facilities and services.*
- c. Under the direction of the Supervisor of Registration and Information:
 - (1) Obtains through the Assistant Manager for Operational Liaison the overall policies and procedures established by Direction and Control to govern the acquisition and issuance of official public information and instructions within the County.
 - (2) Obtains, with the assistance of the Assistant Manager for Operational Liaison, official general and operational information and instructions issued and/or to be issued by Direction and Control for dissemination throughout the County through administrative and operational channels or the mass media.
 - (3) Obtains from the District Manager the general Reception and Care information and instructions authorized at the District, the Division or the County Level for dissemination to evacuees and the host area population.

*General operational information and instructions include official public information and instructions released by Direction and Control at the County Level through administrative and operational channels and/or the mass media, and supplementary or other information and instructions of a general nature issued by Reception and Care at the County and/or District Level and relating specifically to Reception and Care operations and resources.

Information and Referral disseminates official public information and instructions issued through administrative and operational channels and supplements public information and instructions, issued through the mass media, to ensure that the host area population and all evacuees receive and understand all official public information and instructional releases.

- (4) Coordinates with the Deputy Supervisor for Inquiry Services in:
- (a) Obtaining from the Deputy Supervisor for Special Care Groups a list of all established institutions and special emergency care groups located within the District, including the names and kinds of facilities, their locations, the numbers of regular and/or emergency inhabitants, and such other information as is needed for the processing of inquiries.
 - (b) Obtaining, with the assistance of the Assistant Manager for Operational Liaison, the following information from the Health and Medical Service, to facilitate the provision of operational information and referral services and the processing of inquiries:
 - Established hospitals and their locations.
 - Emergency hospitals and auxiliary medical and nursing facilities and their locations.
 - First aid and emergency medical care centers, their locations, and hours of operation.
 - Availability, services, and procedures for procurement of necessary drugs and pharmaceuticals.
 - Criteria and procedures for assignment and emergency movement of critically ill and injured to designated hospitals.
 - Plans for the provision of medical self-help training.
 - Health and sanitation standards and requirements plus plans and procedures for periodic health and sanitation inspections.
 - (c) Obtaining, with the assistance of the Assistant Manager for Operational Liaison, the communication facilities and/or services from Direction and Control which will facilitate prompt and efficient transmittal of inquiries and responses and of general and operational information essential to the functions of the Information and Referral Service and the Inquiry Services.
- (5) Obtains, with the assistance of the Assistant Manager for Operational Liaison, essential information and instructions concerning services, facilities, and requirements listed under the following Emergency Government Services:
- (a) Public Safety Service
 - Staging areas and pass system for essential workers who commute to risk area.
 - Designated parking areas and rules and procedures governing their use.
 - Traffic control.
 - Police coverage of parking areas, congregate lodgings, and mass feeding facilities.
 - Street patrols and police surveillance of lodging areas, special care facilities, special service centers, and other Reception/Care facilities (as required).
 - (b) Fire and Rescue Service
 - Emergency requirements for fire prevention and control.

- Special fire safety measures in congregate lodgings, mass feeding facilities, special care facilities, and other Reception/Care facilities (as required).
 - Fire safety patrols and surveillance throughout the Residential Areas.
- (c) Resource and Supply Service
- Food supplies and retail outlets or other designated distribution centers.
 - Rationing of water, food, power, fuel or other essentials.
 - Collection and disposal of trash and garbage.
 - Bus service or other forms of transportation for evacuees and residents with and/or without other available means of transportation.
 - Use of evacuees in augmenting the emergency labor force.
- (6) Obtains from Lodging and Shelter, Special Services, Personal Services and Clothing, and Feeding Services, at the District Level, essential information and instructions concerning:
- (a) Types and locations of Reception and Care facilities and the kinds of emergency assistance and services available through those facilities to evacuees and/or residents.
 - (b) Policies, eligibility requirements and procedures governing the use of Reception and Care facilities and the provision of Reception and Care assistance and services.
- (7) Establishes procedures with all sources to assure that general and operational information and instructions are constantly updated, as circumstances and developments require.
- (8) Determines jointly with the Deputy Supervisors for Registration and for Inquiry Services the space required to serve all Registration and Information functions in the District's respective Lodging Sections, and acquires from the Lodging Service the space that is required in Lodging Headquarters Offices and suboffices for its conduct of Registration, Inquiry, and Information and Referral Services.
- (9) Establishes an Information and Referral Unit in Reception Centers and/or Rest Areas (located within the District), and coordinates with the Deputy Supervisor for Regulation and the Deputy Supervisor for Inquiry Services the assignment and technical supervision of the Registration and Information personnel assigned to perform such registration and information functions as may be required by evacuees processed by or passing through those facilities.
- d. Organizes an Information and Referral Center at the District Headquarters and establishes a central file containing essential information and instructions relating to all Reception and Care facilities and services and other community resources available, both inside and outside the District, to evacuees and, as required, to the population of the host area.

- e. Establishes subcenters for Information and Referral at the headquarters of the Lodging Sections and provides them with basic and updated information and instructions relating to emergency conditions, the status of emergency operations, and the facilities, services, and other resources available to evacuees and residents.
- f. Provides support to the Assistant Supervisors for Information and Referral in the Lodging Sections by responding to their requests for additional information and instructions, and to their requests for referral of individuals and families to resources outside the respective Lodging Sections or the District.
- g. Prepares, for general distribution throughout the District, summaries setting forth the nature of the emergency, the status of emergency operations, special instructions for the public, and the kinds and locations of resources available to evacuees and the host area population.
- h. Under the supervision of the Supervisor of Registration and Information:
 - (1) Coordinates with the Deputy Supervisor for Guidance and Counsel plans and procedures for the referral of evacuees determined through the registration process or by Information and Referral Centers to have special needs and problems requiring individualized attention.
 - (2) Recruits qualified persons to staff information and referral functions at the District Level and, as required, in the Lodging Sections, and provides on-the-job instruction and guidance on information and referral requirements and procedures.*
 - (3) Provides direction and technical guidance and assistance to the Assistant Supervisors for Information and Referral in the respective Lodging Sections of the District.

* Mature men and women, experienced in meeting the public, with interviewing experience if possible, should be recruited from both the resident and evacuee populations. Staff in key positions should be well grounded in overall emergency operations and should have knowledge of established community resources as well as of special emergency resources.

Where feasible, qualified persons from organizational groups should be used to serve members of their groups.

Personnel Position No. 45

**ASSISTANT SUPERVISOR OF REGISTRATION:
LODGING SECTION NO. 1***

- a. Is directly responsible to the Deputy Supervisor: Registration for the establishment of the Section's Registration File and the registration of displaced persons and families in Lodging Section No. 1, including persons assigned to institutions and other special care facilities within the Section.
- b. With the Assistant Supervisor: Information and Referral, establishes a joint central office—preferably within the Lodging Section's headquarters building—from which to direct and carry on registration, inquiry, and information and referral services for evacuees and residents of the Lodging Section.
- c. Coordinates with the Deputy Supervisor for the Lodging Section the implementation of District registration procedures and the maintenance of a system of liaison and referral with the Managers of Congregate Facilities, Lodging Aides for Residential Areas, and the Assistant Supervisors for Special Care Facilities—to assure that the Section's Registration File is quickly set up and contains, at all times, an up-to-date record of lodging and shelter assignments and reassignments of individuals, families, and members of organizational and/or special care groups.
- d. Carries out procedures established by the Deputy Supervisor: Registration to provide the Central Registration File at the District Level with duplicate copies of completed registration forms (or comparable information), plus prompt notification of changes in lodging assignments and other pertinent facts and information relating to registered individuals, families, and members of organizational and/or special care groups.
- e. Under the technical supervision of the Deputy Supervisor for Inquiry Services at the District Level, functions for the Inquiry Services within the Lodging Section and coordinates plans and procedures with the Assistant Supervisor: Information and Referral and the Assistant Supervisor: Guidance and Counsel,** to:

* Reception and Care Districts usually have two or more Lodging Sections. The responsibilities and functions set forth apply in all Lodging Sections.

** Inquiries from within a Lodging Section about individuals, families, and groups within that Section most likely will be limited in number and easily answered from information available in the Section's registration file.

Inquiries crossing Section and District lines should be referred to Inquiry Services at the District Level for evaluation and/or processing.

- (1) Process and respond to inquiries from sources within the Lodging Section concerning the specific whereabouts and well-being of individuals, families, or groups (resident and evacuee) located within the Section.
 - (2) Refer inquiries from sources within the Lodging Section concerning the whereabouts and well-being of individuals, families, or groups located outside the Section to the Inquiry Services at the District Level for processing.
 - (3) Provide, at the request of the District Inquiry Services, information—concerning individuals, families, or groups located within the Lodging Section—necessary to reaffirm or supplement information available in the District Central Registration File.
- f. Exchanges, in accordance with procedures established by the Deputy Supervisor for Registration, data and information with the Health and Medical Service concerning persons in the Lodging Section assigned to hospitals or receiving other medical and nursing care.
 - g. Recruits and/or assigns personnel, as requested by the Deputy Supervisor for Registration, to help staff Registration and Information functions at Reception Centers and/or Rest Areas located within the District.
 - h. Obtains qualified staff through the Deputy Supervisor for Registration and/or recruits and trains qualified and competent persons from residents and evacuees in the Lodging Section.
 - i. Provides on-the-job instruction and guidance on registration requirements and procedures, as required, to the Managers and other officials of Congregate Facilities, to Lodging Aides for Residential Areas, and to the Assistant Supervisor for Special Care Facilities and/or their designees.
 - j. Coordinates with Lodging Aides, Managers of Congregate Facilities, and Assistant Supervisor for Special Care Facilities within the Section the plans for updating or making other necessary adjustments in registrations during possible shelter operations.

Personnel Position No. 46

**ASSISTANT SUPERVISOR OF INFORMATION AND REFERRAL:
LODGING SECTION NO. 1***

- a. Is directly responsible to the Deputy Supervisor: Information and Referral in carrying out procedures for:
 - (1) Disseminating within the Lodging Section official general and operational information and instructions issued by Direction and Control for dissemination throughout the County.
 - (2) Issuing (within the Lodging Section) official Reception and Care Information and instructions authorized at the District, the Division, or the County level for dissemination to evacuees and the host area population.
 - (3) Collecting and releasing (within the Lodging Section) information and instructions relating specifically to the emergency situation within the Section, and to the use of both on-going and emergency facilities and services available to the evacuee and resident populations of the Lodging Section.

- b. With the Assistant Supervisor: Registration, establishes a joint central office—preferably within the Lodging Section's headquarters building—from which to direct and carry on registration, inquiry, and information and referral services for evacuees and residents of the Lodging Section.

- c. Coordinates with the Deputy Supervisor for the Lodging Section the plans and procedures to utilize Reception and Care administrative channels and operating services within the Section to assemble and issue emergency information and instructions, including:
 - (1) Announcements and instructions over public address systems, or in person, in congregate lodging facilities, mass feeding stations, special care facilities, and other service centers.
 - (2) Placement of signs, posters, and other types of printed information and directions on bulletin boards and in other strategic locations throughout the Lodging Section.
 - (3) Dissemination of written statements setting forth essential information and instructions for evacuees and/or residents of the Lodging Section.

* Reception and Care Districts usually have two or more Lodging Sections. The responsibilities and functions set forth apply in all Lodging Sections.

- (4) Conduct of group meetings in Residential Areas and in Congregate and Special Care Facilities to:
 - (a) Convey information and provide directions.
 - (b) Interpret and clarify operating policies, requirements, and procedures.
 - (c) Discuss emergency conditions and receive recommendations and suggestions from the resident and evacuee populations.

- d. Sets up a central file containing essential information and instructions relating to all facilities and services, both inside and outside the Lodging Section, that are available to evacuees and residents of the Section.

- e. Coordinates with the Assistant Supervisor: Registration and the Assistant Supervisor: Guidance and Counsel in providing support, as required, to the conduct of Inquiry Services within the Lodging Section.

- f. Refers individuals, families, and groups to Reception and Care and other resources available within the Lodging Section and/or to those resources outside the Section, as authorized through the Deputy Supervisor for Information and Referral at the District Level.

- g. Coordinates with the Section's Assistant Supervisor for Guidance and Counsel the plans and procedures to facilitate referral of evacuees determined through the Information and Referral processes to have emergency problems and needs requiring individualized attention.

- h. Coordinates, with Lodging Aides and Managers of Congregate Facilities within the Section, plans for the provision of essential information and referral services during possible shelter operations.

- i. Recruits and/or assigns personnel, as requested by the Deputy Supervisor for Information and Referral, to help staff Registration and Information functions at Reception Centers and/or Rest Areas located within the District.

- j. Obtains qualified staff through the Deputy Supervisor for Information and Referral and/or recruits and trains competent persons from residents and evacuees in the Lodging Section.

- k. Provides on-the-job instruction and guidance on information and referral responsibilities and procedures, as required, to the Managers and other officials of Congregate Facilities, to Lodging Aides for Residential Areas, and to the Assistant Supervisors for Special Care Facilities and/or their designees.

F.

WELFARE-SHELTER OPERATIONS

FEEDING SERVICE

(Vertical Organization)

Other relevant job descriptions appearing elsewhere in this document are:

Section	Position	Number
A	Deputy Coordinator Welfare-Shelter Operations (County)	2
A	Assistant Coordinator: Feeding (County)	7
C	R/C District Manager	25
D	Supervisor: Feeding (District)	29

For page numbers, consult the Reference List on pages 173-179.

Personnel Position No. 47

DEPUTY SUPERVISOR: FIXED FEEDING STATIONS

- a. Assists the Supervisor of Feeding to discharge his responsibilities and acts as the Supervisor of Feeding in the absence or incapacity of that officer.
- b. Acts for the Supervisor of Feeding in the selection, planning, readiness, and operation of all fixed emergency feeding stations in the R/C District, including the following types of facilities:
 - (1) Restaurants, cafeterias, hotel and motel dining rooms, transportation terminals, and similar types of commercial eating places.
 - (2) School cafeterias, churches, lodge and other community halls having facilities for preparing and serving food.
 - (3) Space in buildings (without feeding facilities) which can be equipped, as necessary, to serve food prepared elsewhere.
- c. Under the direction of the Supervisor of Feeding, works with the Deputy Supervisor: Mobile Units in the selection, planning, readiness, and operation of small roadside diners, drive-ins, and catering firms which are to be used as canteen stations, as auxiliary kitchens for preparing food for delivery to central feeding stations and/or mobile feeding units, and as central distribution points for emergency feeding supplies.
- d. Coordinates plans and operations with the Deputy Supervisor: Special Care Groups (Special Services) in providing for the feeding requirements of special care groups assigned to congregate lodgings and/or other central feeding stations, and, as required, in establishing feeding services in special care facilities.*
- e. Under the direction of the Supervisor of Feeding, coordinates support provided to Fixed Feeding Stations and their auxiliary units by:
 - (1) Resource and Supply Service.
 - (2) Health and Medical Service.
 - (3) Public Service Service.
 - (4) Fire Service.

*Special care groups may include the aged and infirm, chronically ill, infants, nursing and expectant mothers, the sick and injured, and others with special feeding requirements.

- f. Under the direction of its Supervisor of Emergency Feeding, works with the Deputy Supervisors for Support Units and Mobile Units in determining overall staff requirements and in recruiting and allocating personnel, as necessary, to best meet all emergency feeding requirements.*

*To the extent possible, food service personnel associated with an established food preparation and/or food service facility should form the nucleus of the emergency feeding staff for that facility. Supplementary staff can be recruited from evacuee feeding personnel, voluntary organizations and groups, individual volunteers, etc.

Personnel Position No. 48

DEPUTY SUPERVISOR: SUPPORT UNITS

- a. Assists the Supervisor of Feeding to discharge his responsibilities.
- b. Acts as the Supervisor of Feeding in the absence or incapacity of both the Supervisor of Feeding and the Deputy Supervisor: Fixed Feeding Stations.
- c. Under the direction of the Supervisor of Feeding:
 - (1) With technical guidance and assistance, as required, from the Assistant Manager for Operational Liaison, works with the Health and Medical Service and with the Supervisors of Lodging and Special Services to determine the need throughout the R/C District for emergency feeding support units.
 - (2) Organizes and assigns, as required, individual feeding personnel, emergency feeding cadres, and emergency feeding equipment and supplies to hospitals, nursing homes and other institutionalized or special care facilities (with established feeding services) requiring supplementary feeding assistance and services.
 - (3) Coordinates the provision of supplementary equipment and supplies to emergency feeding support units by the Resource and Supply Service.
 - (4) Works with the Deputy Supervisors for Fixed Feeding Stations and Mobile Units in determining overall staff requirements and in recruiting and allocating personnel, as necessary, to best meet all emergency feeding requirements.

Personnel Position No. 49

DEPUTY SUPERVISOR: MOBILE UNITS

- a. Assists the Supervisor of Feeding to discharge his responsibilities.
- b. Under the direction of the Supervisor of Feeding and with technical guidance and assistance from the Assistant Manager for Operational Liaison:
 - (1) Coordinates planning with other Emergency Services and Offices to determine Reception Centers, Rest Areas, Registration Centers and other designated locations within the R/C District at which mobile feeding services will be required.
 - (2) As necessary, utilizes support functions of the Resource and Supply Service, Health and Medical Service, Public Safety Service, and Fire Service.
- c. Acts for the Supervisor of Feeding in planning, organizing, and overseeing all mobile feeding operations within the R/C District, including, as required, the following types of *Mobile Units*:
 - (1) **Mobile Canteen:** Usually a one-vehicle unit equipped only for transporting and serving food that has been prepared elsewhere. Generally provides snack-type meals, including coffee and other common beverages, for a brief period of time.
 - (2) **Mobile Kitchen:** A one-vehicle, self-contained transportable unit equipped to prepare and serve food at any location. Generally provides simple hot-dish meals. It carries its own storage for water, fuel, and food supplies.
 - (3) **Mobile Feeding Convoy:** It is comprised of a number of vehicles that are fully equipped to transport the food supplies, fuel, water and other necessary equipment for preparing and serving simple meals to large numbers of persons.*
- d. Under the direction of the Supervisor of Feeding, works with the Deputy Supervisor: Fixed Feeding Stations in the selection, planning, readiness, and operation of small roadside diners, drive-ins, and catering firms which can be used as canteen stations and as auxiliary kitchens for preparing food for delivery to central feeding stations and/or mobile feeding units.
- e. Under the direction of the Supervisor of Emergency Feeding, works with the Deputy Supervisors for Fixed Feeding Stations and Support Units in determining overall staff requirements and in recruiting and allocating personnel, as necessary, to best meet all emergency feeding requirements.

* Each vehicle of the mobile food convoy fleet has a specific use, such as: (1) an office for the convoy staff; (2) storage of food supplies and utensils; (3) water storage; (4) refrigerated storage; (5) fixed transport for stoves, ovens, grills, and other large cooking equipment; and (6) a roving canteen that can serve the food prepared in the convoy kitchen.

Personnel Position No. 50

ASSISTANT SUPERVISOR: FEEDING STATION NO. 1*

- a. Is responsible for the organization, readiness and operation of his assigned feeding station in accordance with its assigned mission by the Deputy Supervisor: Fixed Feeding Stations.
 - (1) The Assistant Supervisor for a feeding station operated within or as an integral part of a congregate lodging or special care facility is under the technical direction of the Deputy Supervisor: Fixed Feeding Stations and the administrative supervision of the facility manager.
 - (2) The Assistant Supervisor for a feeding station not operated within or as an integral part of a congregate lodging or special care facility is under both the administrative and technical direction of the Deputy Supervisor: Fixed Feeding Stations.
- b. Cooperates with the Deputy Supervisor(s) for the Lodging Section(s) served by his feeding station to provide emergency feeding (as required) for individuals and families assigned lodging in volunteered residences.
- c. In addition to refugees lodged in congregate facilities and volunteered residences, the Feeding Station serves as a feeding facility for volunteer workers assigned to that Station for their meals by the Deputy Supervisor: Fixed Feeding Stations and/or as directed through the chain of command by the Supervisor of Feeding and the Manager of the R/C District.
- d. Under the supervision of the Deputy Supervisor: Fixed Feeding Stations, cooperates with the Deputy Supervisor: Special Care Groups to assure that the feeding requirements of any special care groups served by his Feeding Station are adequately met.
- e. Through the Deputy Supervisor: Fixed Feeding Stations, requests and utilizes support functions provided by:
 - (1) Resource and Supply Service
 - (2) Health and Medical Service
 - (3) Public Safety Services
 - (4) Fire Service

* An R/C District may have one or more Fixed Feeding Stations. The basic responsibility of all Assistant Supervisors in charge of Fixed Feeding Stations is essentially the same. However, some functions will require greater or lesser emphasis depending on whether a given station is a commercial facility, a school cafeteria, a church, a lodge hall, or other space converted to an emergency feeding center.

- f. Within the capabilities of the Feeding Station, takes action as necessary and as directed by the Deputy Supervisor: Fixed Feeding Stations to:
 - (1) Function as an auxiliary kitchen in the preparation of food (in excess of that required by the Center's serving facility) for delivery to other feeding stations, special care facilities, mobile canteens or other emergency feeding units.
 - (2) Obtain prepared food from a designated auxiliary kitchen, as required, to meet the needs of the Center's serving facility.

- g. As feasible, utilizes personnel (paid and volunteer) associated with the normal operation of an existing feeding facility selected as an Emergency Feeding Station, and requests additional staff, as needed, through the Deputy Supervisor: Fixed Feeding Stations.

Personnel Position No. 51

ASSISTANT SUPERVISOR: SUPPORT UNIT NO. 1*

- a. Acts for the Deputy Supervisor: Support Units in working with the manager of food services (in the facility to which he is assigned) to determine requirements in terms of kinds and numbers of personnel, hours of assignment, types of equipment, and other supplementary assistance.
- b. Assembles, organizes, and sustains the make-up of the Support Unit throughout its period of assignment.
- c. Under the administrative supervision of the facility's manager of food service, designates personnel for assignment to specific responsibilities and, as required, provides technical guidance and assistance.
- d. As required, works through the Deputy Supervisor: Support Units to obtain necessary personnel and to obtain supplementary equipment and supplies.

*The R/C District's Feeding Service may be required to provide supplementary assistance to one or more on-going feeding facilities in established hospitals, nursing homes, and other institutional care establishments within the District—and, in some instances, outside the District. The requirements of individual support units may range anywhere from a one-person unit to one requiring a number of persons of varying skills assigned on a shift basis. Supplementary equipment may or may not be needed. Requests for equipment only will be handled directly by the Deputy Supervisor: Support Units.

Personnel Position No. 52

ASSISTANT SUPERVISOR: MOBILE UNIT NO. 1*

- a. Is responsible for the organization, readiness, and operation of his emergency mobile feeding unit in accordance with its assigned mission by the Deputy Supervisor: Mobile Units.
 - (1) The Assistant Supervisor for a mobile unit assigned to a Reception Center-Rest Area is under the *technical direction* of the Deputy Supervisor: Mobile Units and the *administrative supervision* of the Assistant Coordinator: Reception Centers-Rest Areas who is in charge of the facility to which his unit is assigned.
 - (2) The Assistant Supervisor for a mobile unit assigned to provide supplementary assistance to a fixed feeding station is under the *technical direction* of its Deputy Supervisor: Mobile Units and the *administrative supervision* of the Assistant Supervisor for the Feeding Station to which his unit is assigned.
 - (3) The Assistant Supervisor for a mobile unit, not assigned to a reception center-rest area or to supplement a fixed feeding station, is under both the administrative and technical direction of the Deputy Supervisor: Mobile Units.
- b. Through the Deputy Supervisor: Mobile Units, requests and utilizes needed support functions provided by:
 - (1) Resource and Supply Services.
 - (2) Health and Medical Service.
 - (3) Public Safety Service
 - (4) Fire Service
- c. (If unit is a Mobile Canteen) takes action as directed by the Deputy Supervisor: Mobile Units to obtain prepared food and, as required, other feeding supplies from designated auxiliary kitchen(s)—which may include fixed feeding stations which function as auxiliary kitchens.
- d. As required, works through the Deputy Supervisor: Mobile Units to obtain necessary personnel.

*The R/C District may require one or more mobile feeding units. A given unit may be a *Mobile Canteen*, a *Mobile Kitchen* or a *Mobile Feeding Convoy*. The responsibilities and functions of these units can differ greatly in terms of the nature and magnitude of their respective assignments. There can be considerable variance within each of the types of units, in terms of assigned locations, transport distances, kinds of people fed, types of meals, and other differentiating factors. The basic responsibility of all Assistant Supervisors in charge of Mobile Units is essentially the same. Certain functions will require greater or lesser emphasis, however, depending on factors such as those set forth above.

G.

WELFARE-SHELTER OPERATIONS

SPECIAL SERVICES

(Vertical Organization)

Other relevant job descriptions appearing elsewhere in this document are:

Section	Position	Number
A	Deputy Coordinator: Welfare-Shelter Operations (County)	2
A	Assistant Coordinator: Special Services (County)	9
C	R/C District Manager	25
C	Supervisor: Special Services (District)	31

For page numbers, consult the Reference List on pages 173-179.

Personnel Position No. 53

**DEPUTY SUPERVISOR:
EMERGENCY FINANCIAL ASSISTANCE**

- a. Assists the Supervisor of Special Services to discharge his responsibilities and acts as the Supervisor of Special Services in the absence or incapacity of that officer.
- b. Acts for the Supervisor of Special Services in organizing and providing individualized financial assistance (cash, checks, purchase orders, requisitions, chits, etc.) and/or assistance in kind (direct provision of goods and services) to both evacuee and resident families and individuals in need of such assistance.
- c. Under the direction of the Supervisor of Special Services:
 - (1) Coordinates (with the District's Assistant Manager for Administration) plans and procedures for processing financial assistance grants and/or assistance in kind, and for establishing and maintaining accountability.
 - (2) Develops (with the District's Assistant Manager for Operational Liaison) plans and procedures to assure essential advisory and operational support by:
 - (a) The Resource and Supply Service on matters relating to: (1) the availability of food and other essential consumer goods for purchase or requisition at retail outlets readily accessible to families and individuals; (2) the provision of transportation equipment and facilities for essential use by families and individuals; and (3) the implementation of necessary rationing policies and procedures.
 - (b) The Health and Medical Service on matters relating to: (1) the maintenance of emergency medical centers readily accessible to individuals and families for medical consultation and treatment on a 24-hour basis; (2) sources and procedures for purchase or requisition of necessary medicines and medical supplies and equipment by individuals and families; (3) policies and procedures governing the assignment and movement of seriously ill or injured persons to emergency treatment centers and/or hospitals; and (4) policies and procedures for handling deaths among evacuees.
- d. Coordinates (with the Deputy Supervisor for Guidance and Counseling) plans and procedures for the referral of individuals and families determined by the Guidance and Counseling Service to be in need of emergency financial assistance or assistance in kind.

- e. Coordinates with the Deputy Supervisor for Special Care Groups the plans and procedures for providing financial assistance or assistance in kind, as needed, to individuals housed in institutions or other special care facilities.
- f. Provides direction and technical guidance and assistance to the Assistant Supervisors for Financial Assistance in the respective Lodging Sections of the District.

Personnel Position No. 54

**DEPUTY SUPERVISOR
GUIDANCE AND COUNSEL**

- a. Assists the Supervisor of Special Services to discharge his responsibilities.
- b. Acts as the Supervisor of Special Services in the absence or incapacity of both the Supervisor of Special Services and the Deputy Supervisor: Financial Assistance.
- c. Acts for the Supervisor of Special Services in organizing and providing individual, family, and group guidance counseling and referral services for both residents and evacuees in need of such assistance and services throughout the District.
- d. Works through the District's Assistant Manager for Operational Liaison to develop plans and procedures with the Health and Medical Service for the provision of aid and counseling, as required, to hospitalized persons and/or their families.
- e. Coordinates with the Deputy Supervisor for Special Care Facilities the plans and procedures for:
 - (1) Identifying within institutions and other special care facilities the children, aged, handicapped, and other persons with problems and needs requiring special help, and
 - (2) Providing, through both individual and group methods, the assistance, guidance, and counseling that is required.
- f. Coordinates with the District's Deputy Supervisor of Lodging the plans and procedures for the identification and referral, through the Lodging Sections, of resident and evacuee individuals and families with special needs and problems requiring individualized attention.
- g. Coordinates (with the Deputy Supervisor for Emergency Financial Assistance) plans and procedures for the referral of individuals and families determined to be in need of financial assistance and/or assistance in kind.
- h. Coordinates (with the District's Deputy Supervisor of Information and Referral) plans and procedures for the referral of evacuees determined through the registration process to have special needs and problems requiring individualized attention.

- i. Coordinates with the District's Deputy Supervisor for Shelter the plans for the continuance of counseling and guidance functions during possible shelter operations.
- j. Establish plans and procedures to provide general social services orientation for Special Services and other Reception and Care personnel, including, as required, special instruction in how to deal with people under stress.
- k. Provides direction and technical guidance and assistance to the Assistant Supervisor for Guidance and Counsel in the respective Lodging Sections of the District.

Personnel Position No. 55

DEPUTY SUPERVISOR: SPECIAL CARE GROUPS

- a. Assists the Supervisor of Special Services to discharge his responsibilities.
- b. Acts for the Supervisor of Special Services in planning, organizing, and providing emergency care and services for such groups as the aged, infirm, handicapped and unattached children, including coordination of plans with the Risk Area for the reception and emergency care of evacuated institutional groups such as public and private orphanages and homes for the aged and disabled.
- c. Coordinates (through the District's Deputy Supervisor of Lodging) plans and procedures of identifying, acquiring, and upgrading selected buildings and/or space in Congregate Care facilities suitable for the care of groups with special needs.
- d. Through the District's Deputy Supervisors of Lodging Sections, coordinates plans and procedures with the Managers of Congregate Facilities and with Lodging Aides in Residential Areas for the incorporation of special care operations within their respective jurisdictions.
- e. Under the direction of the Supervisor of Special Services:
 - (1) Coordinates with the District's Assistant Manager for Administration all matters relating to fiscal management and accountability in the establishment and operation of special care facilities.
 - (2) Develops with the District's Assistant Manager for Operational Liaison plans and procedures to assure essential advisory and operational support by:
 - (a) The Health and Medical Services for nursing and medical coverage of special care facilities; institution and maintenance of proper health and sanitary standards in special care facilities; establishment of procedures for handling critical emergency medical cases and deaths in special care facilities; provision of essential medicines and medical supplies and equipment; and provision of space in established nursing institutions to care for the needs of evacuated special care groups.
 - (b) The Resource and Supply Service for procuring beds, bedding, and other dry goods essential to the operation of special care facilities; construction and repair requirements; transportation services; development of expedient shelter for special care facilities; procurement (with Health and Medical Service) of equipment and supplies for special care facilities; sanitary facilities; utility requirements; and disposal of trash and garbage.

- (c) Fire Service for fire safety standards and surveillance of special care facilities.
 - (d) Public Safety Service for police surveillance of special care facilities.
- f. Coordinates with the District's Supervisor of Feeding and, as required, the Deputy Supervisor of Fixed Feeding Stations and the Deputy Supervisor of Support Units in providing for (respectively):
 - (1) The feeding requirements of special care groups assigned to congregate lodgings and/or other central feeding stations, and, as required, in establishing feeding services in special care facilities.
 - (2) The assignment of emergency feeding personnel and emergency feeding equipment and supplies to nursing homes and other established institutions or special care facilities requiring supplementary feeding assistance and services.
- g. Coordinates with the District's Deputy Supervisor for Shelter the plans and procedures necessary to assure adequate shelter protection and care for all special care groups housed in institutions or other special facilities and in congregate lodgings and volunteered residences.
- h. Coordinates with the Deputy Supervisor for Guidance and Counsel the plans and procedures to provide essential counseling and guidance services for persons in special care groups and/or for members of their families.
- i. Coordinates (with the Deputy Supervisor for Emergency Financial Assistance) plans and procedures for the provision of financial assistance or assistance in kind, as needed, to individuals housed in institutions and/or other special care facilities.
- j. Coordinates (with the District's Supervisor of Registration and Information) plans and procedures for the registration of individuals in special care groups, the processing of information and inquiries concerning persons in special care facilities, and the recording and maintenance of pertinent facts and information pertaining to individuals under special care, including assistance and services provided to them.
- k. Provides direction and technical guidance and assistance to the Assistant Supervisors for Special Care Groups in charge of the respective Special Care Facilities within the District.

Personnel Position No. 56

**ASSISTANT SUPERVISOR OF FINANCIAL ASSISTANCE:
LODGING SECTION NO. 1 ***

- a. Is directly responsible to the Deputy Supervisor: Emergency Financial Assistance for providing emergency financial assistance and/or assistance in kind to evacuee and resident families and individuals in need of such assistance in Lodging Section No. 1.
- b. With the Assistant Supervisor: Guidance and Counsel for the Lodging Section, establishes a joint Central office—preferably within the Lodging Section's headquarters building—from which to serve the financial and other individualized needs of evacuees and residents in the Lodging Section.
- c. Determines organizational and staffing requirements and takes steps, as necessary to:
 - (1) Establish branch offices in Congregate Facilities, Special Care Facilities, and Residential Areas, and/or provide periodic but frequent service to such facilities and areas through the assignment of rotating staff on a scheduled basis.
 - (2) Obtain qualified staff through the Deputy Supervisor for Emergency Financial Assistance, and/or recruit competent persons from evacuees and residents in the Lodging Section. **
 - (3) Designate, where necessary and feasible, Lodging Aides and the Managers of Congregate and Special Care Facilities (or their designates) to act as agents in providing financial assistance and/or assistance in kind within their respective jurisdictions.
- d. Provides emergency financial assistance and assistance in kind in accordance with government emergency policies and objectives, including adherence to the kinds, forms, and standards of emergency assistance prescribed by Direction and Control at the County Level.

* Reception and Care Districts usually have two or more Lodging Sections. The responsibilities and functions set forth apply in all Lodging Sections.

** In Lodging Sections serving organizational groups, efforts should be made to recruit competent persons from the group or groups served by the Sections to deal with the needs of individuals and families for financial assistance and/or assistance in kind.

- e. Under policies and procedures established by the Deputy Supervisor for Emergency Financial Assistance, processes standardized emergency financial grants, emergency allowances for special purposes, and other forms of individualized assistance—and maintains required financial records and supporting information necessary to justify and account for financial aid and other forms of assistance given.
- f. Coordinates with the Deputy Supervisor for the Lodging Section the plans and procedures for establishing and maintaining a system of liaison with Managers of Congregate Facilities and with *Lodging Aides to facilitate the identification and referral of individuals and families in need of financial assistance and/or assistance in kind.*
- g. Develops mutual working relationships and procedures with the Assistant Supervisor for Guidance and Counsel to facilitate referrals of individuals and families from one service to the other and, as necessary, to provide joint assistance.
- h. Develops plans and procedures with the Assistant Supervisors in charge of Special Care Facilities within the Section to facilitate emergency financial assistance or assistance in kind, as needed, to *individuals housed in their respective facilities.*
- i. Secures (through the Deputy Supervisor for Emergency Financial Assistance) advisory and operational support as required from other government Emergency Services.
- j. Provides orientation and on-the-job instruction and guidance to persons recruited from evacuee groups and/or the resident population to assist with the provision of emergency financial assistance and/or assistance in kind.

Personnel Position No. 57

**ASSISTANT SUPERVISOR QF GUIDANCE AND COUNSEL:
LODGING SECTION NO. 1***

- a. Is directly responsible to the Deputy Supervisor: Guidance and Counsel for providing individual, family, and group guidance, counseling and referral services for both residents and evacuees in need of such assistance and services in Lodging Section No. 1.
- b. With the Assistant Supervisor: Financial Assistance for the Lodging Section, establishes a joint central office—preferably within the Lodging Section's headquarters building—from which to direct and serve the guidance, counseling, and other individualized assistance to evacuees and residents in the Lodging Section.
- c. Determines organizational and staffing requirements and takes steps, as necessary, to:
 - (1) Establish branch offices in Congregate Facilities, Special Care Facilities, and Residential Areas, and/or provide periodic but frequent service to such facilities and areas through the assignment of rotating staff on a scheduled basis.
 - (2) Obtain qualified staff through the Deputy Supervisor for Guidance and Counsel, and/or recruit qualified and competent persons from residents and evacuees in the Lodging Section.**
- d. Coordinates with the Deputy Supervisor for the Lodging Section the plans and procedures for establishing and maintaining a system of liaison with Managers of Congregate Facilities and with Lodging Aides to facilitate the identification and referral of individuals and families in need of guidance and counseling.

* Reception and Care Districts usually have two or more Lodging Sections. The responsibilities and functions set forth apply in all Lodging Sections.

** During crisis relocation lay persons will have to take on many of the duties and responsibilities reserved to professionally trained social workers in normal times. Key leadership roles, however, should be filled wherever possible by active or retired professional social workers. Where this is not possible, psychologists, ministers, priests, rabbis and professional counselors in schools and universities can be used. Supplementary personnel will have to come from fields of service other than social welfare but where opportunities have existed for dealing with people in helping ways—such as school teachers and others accustomed to working with people in community programs.

In Lodging Sections serving organizational groups, qualified and competent persons within such groups should be recruited and used whenever possible.

- e. Develops mutual working relationships and procedures with the Assistant Supervisor for Financial Assistance to facilitate referrals of individuals and families from one service to the other and, as necessary, to provide joint assistance.
- f. Coordinates (with Assistant Supervisors in charge of Special Care Facilities within the Section) plans and procedures to provide counseling and guidance for individuals in such facilities and/or their families.
- g. Coordinates (with the Assistant Supervisor for Information and Referral for the Section) plans and procedures to facilitate referral of evacuees determined through the Registration and Information processes to have emergency needs and problems requiring individualized attention.
- h. Coordinates (with Lodging Aides and Managers of Congregate Facilities within the Section) plans for the continuance of essential emergency counseling and guidance functions during possible shelter operations.
- i. Under supervision of the Deputy Supervisor for Guidance and Counsel, develops plans and procedures with the management of any hospital(s), located within the Section, for the provision of such guidance and counseling as may be required by hospitalized persons and/or their families.
- j. Secures (through the Deputy Supervisor for Guidance and Counsel) advisory and operational support, as required, from other Government Emergency Service.
- k. Carries out within the Lodging Section plans and procedures established by the Deputy Supervisor: Guidance and Counsel to:
 - (1) Provide general social services orientation for Special Services and other Reception and Care personnel, including instruction in how to deal with people under stress.
 - (2) Provide on-the-job instruction and guidance to personnel assigned by the Deputy Supervisor, and to persons recruited from evacuee groups and/or the resident population to assist with the provision of counseling and guidance services throughout the Lodging Section.
 - (3) Note briefly and maintain for the record the identity of individuals and/or families referred to or seeking help from the Guidance and Counsel Service, the problems and needs discussed, and the actions taken.

Personnel Position No. 58

**ASSISTANT SUPERVISOR:
SPECIAL CARE FACILITY NO. 1***

- a. Is directly responsible to the Deputy Supervisor: Special Care Groups for the protection and emergency care of the individuals and the group or groups residing in and/or assigned to his facility including, as applicable, responsibility for planning, organizing, and managing the operation of the facility.
- b. Carries out as they apply to his Special Care Facility the policies, plans, and procedures established by the Deputy Supervisor: Special Care Groups to:
 - (1) Coordinate plans and procedures with the Managers of a Congregate Facility within the Lodging Section on matters of mutual concern relating to the use of space and the incorporation of the special care facility into the administrative and service functions of the Congregate Facility.
 - (2) Set up and maintain a system of fiscal management and accountability.
 - (3) Utilize the support of the Feeding Service in accordance with the specific feeding requirements of his facility.
 - (4) Coordinate (with the Assistant Supervisor for Guidance and Counsel in his Lodging Section) procedures to provide essential counseling and guidance services for persons lodged in his facility and/or members of their families.
 - (5) Coordinate (with the Assistant Supervisor for Financial Assistance in his Lodging Section) procedures to provide financial assistance or assistance in kind, as needed, to individuals lodged in his facility

* A given Lodging Section may have one or more Special Care Facilities—or none. During crisis relocation, a Special Care Facility may be an established institution such as a home for the aged, a nursing home, or an orphanage; a convertible structure such as a school building, church, club house, hotel or motel; or, simply, suitable space set aside within an Emergency Congregate Facility.

The basic responsibilities and functions set forth apply to all Assistant Supervisors for Special Care Facilities. However, the scope of responsibilities to be assumed and the range of functions to be performed for a given facility may be modified in accordance with the type and size of the facility—with whether the Special Care Facility is an established institution, a converted structure, or suitable space within a Congregate Facility. The responsibilities and functions of the Assistant Supervisor must be adjusted accordingly.

The manager or administrator of an established institution, whether or not it is used to lodge others in addition to its own population, will continue to be responsible for the direction of the facility, and will function within the emergency structure as the "Assistant Supervisor in charge of that Special Care Facility."

- (6) Coordinate (with the Assistant Supervisor for Registration in his Lodging Section) procedures for the registration of individuals assigned to his facility, plus procedures for the recording and maintenance of pertinent facts and information pertaining to individuals under special care, including special assistance and services provided to them.
 - (7) Coordinate (with the Assistant Supervisor for Information and Referral in his Lodging Section) procedures for processing information and inquiries of concern to individuals cared for in his facility.
 - (8) Coordinate with the Section's Deputy Supervisor for Lodging the plans and procedures to assure adequate shelter protection and care for all individuals housed in his facility.
- c. In accordance with plans and procedures developed jointly by the Deputy Supervisor for Special Groups and the District's Assistant Manager for Operational Liaison, takes action necessary to secure, as required, essential advisory and operational support (as set forth under the responsibilities of the Deputy Supervisor: Special Care Groups) from:
- (1) The Health and Medical Service.
 - (2) The Resource and Supply Service.
 - (3) The Fire Service.
 - (4) The Public Safety Service.
- d. Through the Deputy Supervisor for Special Groups, utilize support functions developed by the District's Supervisor for Special Services and the Assistant Manager for Operational Liaison to provide religious services and spiritual counseling, emergency orientation and survival training, and recreational and other diversionary activities for persons in his special care facility.
- e. The Assistant Supervisor in charge of a Special Care Facility designated to receive an institutionalized group from the Risk Area should appoint the person in charge of the evacuee group as his deputy or as a special assistant supervisor. Other personnel accompanying the evacuee group should be incorporated into the staff of the Special Care Facility.
- f. Obtain qualified staff, as needed, through the Deputy Supervisor for Special Services and/or recruit competent persons from residents and evacuees in the Lodging Section.
- g. Provide orientation and on-the-job instruction and guidance, as required, to on-going staff, to individuals assigned by the Deputy Supervisor, and to persons recruited from residents and evacuees.

H.

WELFARE-SHELTER OPERATIONS

PERSONAL SERVICES/CLOTHING

(Vertical Organization)

Other relevant job descriptions appearing elsewhere in this document are:

Section	Position	Number
A	Deputy Coordinator: Welfare-Shelter Operations (County)	2
A	Assistant Coordinator: Personal Services/Clothing (County)	10
C	R/C District Manager	25
C	Supervisor: Personal Services/Clothing (District)	32

For page numbers, consult the Reference List on pages 173-179.

Personnel Position No. 59

DEPUTY SUPERVISOR: CLOTHING

- a. Assists the Supervisor of Personal Services/Clothing to discharge his responsibilities and acts as the Supervisor of Personal Services/Clothing in the absence or incapacity of that officer.
- b. Acts for the Supervisor of Personal Services/Clothing in organizing and providing for the coordination of requirements and the acquisition and distribution of clothing, bedding, and other dry goods for special population groups and other persons in need within Lodging Sections in the District,* including coordination with the District's Assistant Manager for Operational Liaison in the development of plans and procedures with:
 - (1) The Deputy Supervisor for Emergency Financial Assistance to assure support by the Resource and Supply Service relating to the availability of clothing, bedding, and other essential dry goods for purchase or requisition at retail or other outlets readily accessible to individuals and families.
 - (2) The Deputy Supervisor for Special Care Groups to assure support by the Resource and Supply Service relating to the procurement of beds, bedding, and other dry goods essential to the operation of special care facilities.
 - (3) The Deputy Supervisor for Lodging and the Deputy Supervisor for Shelter to assure support by the Resource and Supply Service relating to procuring and positioning, as required, available cots, mattresses, bedding, and other dry goods in Congregate Facilities and Mass Shelters.
- c. Determines jointly with the Deputy Supervisors for Personal Care Services and Pet Services the space required to serve the management functions of Personal Services and Clothing in the District's respective Lodging Sections and acquires from the Lodging Service the space required for such functions in Lodging Section Headquarters Offices and Suboffices.**

*Requirements for the acquisition and distribution of clothing, bedding, or other dry goods under conditions of a normal crisis relocation would be extremely limited. Individuals, families, members of organizations, and special care groups evacuated from Risk Areas would be instructed to take changes of clothing, blankets, and other essential dry goods—sufficient to meet minimum needs—with them. Nevertheless, needs for clothing, bedding, and other dry goods to meet potential deficiencies should be expected.

**It is not likely that space below the District Level will be required for the management of Personal Services and Clothing functions in all Lodging Sections. Each Deputy Supervisor will determine his need for such space based on the magnitude, the geographic range, and other factors bearing on his operations in the respective Lodging Sections and throughout the District as a whole.

- d. Under the direction of the Supervisor: Personal Services/Clothing, coordinates with the District's Assistant Manager for Administration all matters relating to maintaining official records and accounts of financial transactions and other commitments incurred in the procurement of:
- (1) Cots, beds, mattresses, bedding, and/or other dry goods for Special Care Facilities, Congregate Facilities, and Mass Shelters.
 - (2) Clothing, bedding, and other essential dry goods for purchase or requisition by individuals and families through retail or other outlets.
- e. Obtains qualified staff through the Deputy Supervisor for Personal Services/Clothing and/or recruits qualified persons to staff clothing functions at the District and Lodging Section levels, and provides on-the-job instruction and guidance relating to clothing responsibilities and procedures.*
- f. Provides direction and technical guidance and assistance to the Assistant Supervisor for Clothing Purchases and Supply and the Assistant Supervisor for Used Clothing.

*Qualified persons such as home economists, retail and wholesale clothing merchants, department store officials, and employees and key volunteers of such organizations as Goodwill Industries, the Red Cross, and the Salvation Army accustomed to dealing with used clothing should be recruited from both the resident and evacuee populations.

Where possible, qualified persons from organizational groups should be recruited to serve members of their groups.

Personnel Position No. 60

DEPUTY SUPERVISOR: PERSONAL CARE SERVICES

- a. Assists the Supervisor of Personal Services/Clothing to discharge his responsibilities.
- b. Acts as the Supervisor of Personal Services/Clothing in the absence or incapacity of both the Supervisor of Personal Services/Clothing and the Deputy Supervisor for Clothing.
- c. Acts for the Supervisor of Personal Services/Clothing in organizing and providing for laundry, cleaning, bathing, and such other personal care facilities and services as may be required by both the evacuee and resident populations of the District.
- d. Determines jointly with the Deputy Supervisors for Clothing Services and Pet Services the space required to serve the management functions of Personal Services and Clothing in the District's respective Lodging Sections, and acquires from the Lodging Service space required for such functions in Lodging Section Headquarters Offices and Suboffices.*
- e. Coordinates with the Deputy Supervisor: Lodging and the Assistant Supervisors for Congregate Care and Residential Areas, in:
 - (1) Surveying existing laundry, cleaning, bathing, and other personal care facilities and services available to residents of the District and to evacuees lodged in congregate facilities and volunteered residences within the District.
 - (2) Determining the need for additional personal care facilities and services to fully meet the basic minimum requirements of both evacuees and residents of the District.
 - (3) Developing plans and procedures to assure an equitable allocation and use of the personal care facilities and services available to evacuees and residents of the District.**

* It is not likely that space below the District Level will be required for the management of Personal Services and Clothing functions in all Lodging Sections. Each Deputy Supervisor will determine his need for such space based on the magnitude, the geographic range, and other factors bearing on his operations in the respective Lodging Sections and throughout the District as a whole.

** Personal care facilities and services include bathing and laundry facilities in private dwellings, central laundry facilities for apartment buildings, dormitories, labor camps, etc.; shower or other bathing facilities in schools, public parks, churches, private clubs, health spas, gymnasiums, stadiums, commercial and industrial establishments, etc.; laundromats and commercial laundry and cleaning establishments; and such other facilities as may provide for one or more personal services.

In addition to the residents, bathing and laundry facilities in private dwellings and central facilities for apartment buildings would, in most instances, be made available to evacuees lodged in the respective volunteered residences. It is assumed that other personal care facilities and services, as listed above, could be incorporated into the total resources available to serve the needs of evacuees and, as required, those of the resident population.

- f. Under the direction of the Supervisor: Personal Services/Clothing:
- (1) Coordinates with the Deputy Supervisor for Special Care Groups such plans and actions as may be required to assure the provision of adequate Personal Care facilities and/or services for all persons lodged in Special Care Facilities.
 - (2) Coordinates with the Assistant Manager for Operational Liaison to utilize support functions of the following services:
 - (a) Resource and Supply Service for procurement of essential laundry and cleaning supplies; for construction, repair, or modification of Personal Care facilities; and for the acquisition and installation of equipment essential to the operation of Personal Care facilities in Congregate Lodgings, Special Care Facilities, and other Personal Care Centers; and for the determination and implementation of restrictions and rationing procedures deemed necessary in the use of water, sewerage systems, power and fuel supplies, or other facilities and supplies for Personal Care Services.
 - (b) Health and Medical Service for the establishment and maintenance of health and sanitary standards in bathing, laundry, and other Personal Care Centers.
 - (c) Fire Service for the establishment and maintenance of fire safety standards in central cleaning, laundry, and bathing facilities.
 - (d) Public Safety Service for police surveillance of central Personal Care facilities.
 - (3) Coordinates with the District's Assistant Manager for Administration all matters relating to fiscal management and accountability in the establishment and operation of Personal Care facilities and services.
- g. Obtains qualified staff through the Deputy Supervisor for Personal Services/Clothing, and/or recruits qualified persons to staff Personal Care Services at the District Level and, as required, to staff Personal Care Facilities and Service Centers. Also, provides on-the-job instruction and guidance relating to Personal Care Services policies and procedures.*
- h. Provides direction and technical guidance and assistance to the Assistant Supervisor for Laundry and Cleaning Services and the Assistant Supervisor for Personal/Care Services.

* Qualified persons such as managers and employees of laundry and dry cleaning firms and establishments; managers and employees of other personal care type facilities and services such as laundromats, health spas, community tennis and swim clubs (with shower facilities); and directors and supervisors of athletic and physical education facilities should be recruited from the evacuee and resident populations to fill key positions.

Commercial and noncommercial facilities within the District providing Special Care type services should be incorporated, along with their management and operating staffs, into the District's Personal Care Services. Where feasible, qualified persons should be recruited from organizational groups to help staff facilities serving members of their groups.

Personnel Position No. 61

DEPUTY SUPERVISOR: PET SERVICES*

- a. Assists the Supervisor of Personal Services/Clothing to discharge his responsibilities.
- b. Acts for the Supervisor of Personal Services/Clothing in establishing policies and procedures governing the handling and maintenance of family pets belonging to evacuees, and coordinates the organization and operation of such facilities (Pet Shelters) as may be required for the protection and proper care of pets in the District.
- c. Determines jointly with the Deputy Supervisors for Clothing Services and Personal Care Services the space required to serve the management functions of Personal Services and Clothing in the District's respective Lodging Sections, and acquires from the Lodging Service space required for such functions in Lodging Section Headquarters Offices and Suboffices.**
- d. Surveys the existing facilities and services within the District for handling and caring for pets, including animal shelters, animal hospitals, dog and cat kennels, and pet shops.
- e. Under the direction of the Supervisor: Personal Services/Clothing:
 - (1) Coordinates with the Deputy Supervisors for Pet Services in other Districts to determine all existing resources throughout the County for the protection and care of pets, and to develop mutual plans and procedures to assure the most practicable and equitable use of those resources for the protection and care of all "evacuee" and "resident" pets in the County.

*Evacuees can be expected to bring "family pets" with them when arriving in the host area. Although the vast majority of pets will, undoubtedly, be dogs and cats, many other kinds of pets should also be expected, including birds, chickens, rats, mice, hamsters, guinea pigs, fish, snakes and turtles. The influx of large numbers of pets will require the establishment of policies and procedures to govern their protection and care, plus the provision of appropriate facilities for the maintenance of pets separated from their owners.

** It is not likely that space below the District Level will be required for the management of Personal Services and Clothing functions in all Lodging Sections. Each Deputy Supervisor will determine his need for such space based on the magnitude, the geographic range, and other factors bearing on his operations in the respective Lodging Sections and throughout the District as a whole.

- (2) Coordinates with the Deputy Supervisor: Lodging and the Assistant Supervisors for Congregate Care and Residential Areas to:
 - (a) Clarify and implement policies and procedures for the care of pets belonging to evacuees lodged in Congregate Facilities and Volunteered Residences.
 - (b) Acquire and modify space needed for the operation of Pet Shelters in Congregate Facilities and/or other fixed facilities in the Lodging Sections and Residential Areas.
 - (3) Coordinates with the Assistant Manager for Operational Liaison to utilize support functions of the following services:
 - (a) Resource and Supply Service for construction, repair, or modification of facilities for the protection and care of pets; for the acquisition and installation of special equipment needed for the operation of Pet Shelters; for, as necessary, the procurement of pet foods and other supplies essential to the protection and maintenance of pets; and for collection and disposal of waste materials and trash.
 - (b) Health and Medical Services for the establishment of health and sanitary standards required for the care of pets in Congregate Facilities, private residences, and Pet Shelters, and for continuing health and sanitary supervision of all such facilities in which pets belonging to evacuees are maintained.
 - (c) Fire Service for the establishment and maintenance of fire safety standards in Pet Shelters and other facilities for the care of pets.
 - (d) Public Safety Service for police surveillance of Pet Shelters and other facilities for the care of pets.
 - (4) Coordinates with the District's Assistant Manager for Administration all matters relating to fiscal management and accountability in the establishment and operation of Pet Shelters and other facilities for the protection and care of pets.
- f. Obtains qualified staff through the Deputy Supervisor for Personal Services/Clothing, and/or recruits qualified persons to staff Pet Services at the District and Lodging Section levels and, as required, to staff Pet Shelters and other facilities for the protection and care of pets in Congregate Facilities and/or other fixed facilities in Lodging Sections and Residential Areas. Also, provides on-the-job instruction and guidance relating to policies and procedures governing Pet Services.*

*Qualified persons such as veterinarians and veterinary assistants and helpers in animal hospitals; managers and employees of dog and cat shelters; managers and employees of animal shelters, officials of the Human Society and other animal protection organizations and groups; managers and employees of pet shops; and other qualified persons such as dog and other animal trainers, dog groomers, and dog and cat fanciers should be recruited from the evacuee and resident population to fill key positions.

Commercial and noncommercial pet facilities and services within the District should be incorporated, along with their management and operating staffs, into the District's Pet Services.

Where feasible, qualified persons should be recruited from organizational groups to help staff facilities serving members of their groups.

Personnel Position No. 62

**ASSISTANT SUPERVISOR:
CLOTHING PURCHASES AND SUPPLY***

- a. Assists the Deputy Supervisor: Clothing to discharge his responsibilities and acts as the Deputy Supervisor: Clothing in the absence or incapacity of that officer.
- b. Under the supervision of the Deputy Supervisor: Clothing:
 - (1) With the Assistant Supervisor for Used Clothing, determines and coordinates requirements throughout the District for beds, cots, bedding, clothing, and other dry goods, including the specific needs of Special Care Groups, Congregate Facilities, Mass Shelters, and other emergency operating centers.
 - (2) Coordinates with the District's Assistant Manager for Operational Liaison in developing plans and procedures with the Resource and Supply Service relating to:
 - (a) The availability of new clothing, bedding and other essential dry goods for purchase or requisition by individuals and families at retail stores or other outlets.
 - (b) The procurement of beds, bedding, and other dry goods essential to the operation of special care facilities.
 - (c) The procurement and positioning of available cots, mattresses, bedding, and other dry goods in Congregate Facilities and Mass Shelters.
 - (3) Coordinates with the District's Assistant Manager for Administration in the establishment and maintenance of official records and accounts of financial transactions and the commitments incurred in the procurement of beds, bedding, clothing, and other dry goods.
- c. Coordinates with the Assistant Supervisor for Used Clothing in the recruitment, as necessary, of qualified persons to staff clothing functions and the provision of on-the-job instruction and guidance.

*The Deputy Supervisor for Clothing in a given Reception/Care District may or may not require an Assistant Supervisor for Clothing Purchases and Supply. The position should be established only in those situations where requirements for clothing, bedding and other dry goods and/or the problems of procurement and distribution are beyond the capability of the Deputy Supervisor to manage without assistance. Planning, however, should allow for the possibility of nuclear attack during crisis relocation. Under post-attack conditions, developing needs for clothing, bedding, and other dry goods would impose major organizational and operational requirements.

Personnel Position No. 63

ASSISTANT SUPERVISOR: USED CLOTHING*

- a. Assists the Deputy Supervisor: Clothing to discharge his responsibilities.
- b. Acts as the Deputy Supervisor: Clothing in the absence or incapacity of the Deputy Supervisor: Clothing and the Assistant Supervisor: Clothing Purchases and Supply.
- c. Under the supervision of the Deputy Supervisor: Clothing:
 - (1) With the Assistant Supervisor for Clothing Purchases and Supply, determines and coordinates requirements throughout the District for beds, cots, bedding, clothing, and other dry goods, including the specific needs of Special Care Groups, Congregate Facilities, Mass Shelters, and other emergency operating centers.
 - (2) Coordinates with the District's Assistant Manager for Operational Liaison in:
 - (a) Utilizing the personnel, equipment and facilities of the American National Red Cross, the Salvation Army, Goodwill Industries and other organizations accustomed to soliciting, processing, and distributing used clothing, bedding, and other essential items.
 - (b) Utilizing the Health and Medical Service in the establishment and maintenance of health and sanitary standards in the collection, processing, and distribution of used clothing, bedding, and other dry goods.
 - (c) Utilizing the Resource and Supply Service for transportation and other support services essential to the collection, processing and distribution of used clothing, bedding and other items.
 - (3) Coordinates with the District's Assistant Manager for Administration in the establishment and maintenance of official records and accounts of financial and other commitments incurred in the collection, processing, and distribution of used clothing, bedding, and other items.
- d. Coordinates with the Assistant Supervisor for Clothing Purchases and Supply in the recruitment, as necessary, of qualified persons to staff clothing functions and the provision of on-the-job instruction and guidance.

*The need for used clothing, bedding, and other dry goods would be extremely limited under normal conditions of crisis relocation. However, the solicitation and allotment of "used" clothing, bedding, and other items could become necessary, in certain situations, to meet basic minimum requirements—particularly in areas where clothing, bedding, and/or other essential items are not available for purchase or requisition.

Planning should allow, also, for the possibility of nuclear attack during crisis relocation. Under postattack conditions, the sharing of wardrobes, bedding, and other essential items would become an important operational consideration.

Personnel Position No. 64

**ASSISTANT SUPERVISOR:
LAUNDRY/CLEANING SERVICES***

- a. Assists the Deputy Supervisor: Personal Care Services to discharge his responsibilities and acts as the Deputy Supervisor: Personal Care Services in the absence or incapacity of that officer.
- b. Under the supervision of the Deputy Supervisor: Personal Care Services:
 - (1) Coordinates with the District's Assistant Supervisors for Congregate Care and Residential Areas in:
 - (a) Surveying laundry and cleaning facilities and services available to residents and to evacuees lodged within the District.
 - (b) Determining the need for additional laundry and cleaning facilities and services to fully meet the basic minimum requirements of both evacuees and residents of the District.
 - (c) Planning and developing procedures to assure the equitable allocation and use of laundry and cleaning facilities and services available to evacuees and residents of the District.
 - (2) Coordinates (with the Deputy Supervisor for Special Care Groups) plans and actions to assure the provision of essential laundry and cleaning facilities and/or services for persons lodged in Special Care Facilities.
 - (3) Coordinates with the District's Assistant Manager for Operational Liaison in:
 - (a) Utilizing the Resource and Supply Service for:
 - Procurement of essential laundry and cleaning supplies.
 - Construction, repair, or modification of laundry and cleaning facilities.
 - Acquisition and installation of essential laundry and/or cleaning equipment in Congregate Lodgings, Special Care Facilities, and other Personal Care Centers.
 - Determination and implementation of operating restrictions and rationing policies and procedures governing the use of water, sewerage systems, power and fuel supplies, or other facilities and services for laundry and cleaning purposes.

*The Deputy Supervisor for Personal Care Services in a given Reception/Care District may or may not require an Assistant Supervisor for Laundry and Cleaning Services. The position should be established only in those situations where the provision of essential laundry/cleaning facilities and services is beyond the capability of the Deputy Supervisor to manage without assistance.

Planning, however, should allow for the possibility of nuclear attack during crisis relocation. Postattack conditions would impose major organizational and operational requirements in this area.

- (b) Utilizing the Health and Medical Service for the establishment and maintenance of health and sanitary standards in laundry and cleaning facilities.
 - (c) Utilizing the Fire Service for the establishment and maintenance of fire safety standards in cleaning and laundry facilities.
 - (d) Utilizing the Public Service Service for police surveillance of central laundry and cleaning facilities.
- (4) Coordinates with the District's Assistant Manager for Administration in the establishment and maintenance of official records and accounts of financial and other commitments incurred in the organization, operation, and provision of laundry and cleaning facilities and services for the District.
- c. Recruits, as necessary, qualified persons to staff laundry and cleaning services at the District Level and, where required, to staff laundry and cleaning facilities and service centers. Also provides on-the-job instruction and guidance relating to Laundry/Cleaning Services policies and procedures.

Personnel Position No. 65

ASSISTANT SUPERVISOR: PERSONAL/CARE SERVICES*

- a. Assists the Deputy Supervisor: Personal Care Services to discharge his responsibilities.
- b. Acts as the Deputy Supervisor: Personal Care Services in the absence or incapacity of both the Deputy Supervisor: Personal Care Services and the Assistant Supervisor: Laundry and Cleaning Services.
- c. Under the supervision of the Deputy Supervisor: Personal Care Services:
 - (1) Coordinates with the District's Assistant Supervisors for Congregate Care and Residential Areas in:
 - (a) Surveying lavatory, bathing, and other Personal/Care facilities and services available to residents and to evacuees lodged within the District.
 - (b) Determining the need for additional lavatory and bathing facilities to fully meet the basic minimum requirements of persons lodged in Congregate Facilities and in volunteered residences.**
 - (c) Planning and developing procedures, as required, to assure the equitable allocation and use of lavatory, bathing, and other Personal/Care facilities and services available to evacuees and residents of the District.

*Lavatory and bathing facilities are the principal essential requirements in the provision of Personal/Care Services. Other types of Personal/Care Services such as those provided by barbershops, beauty salons, and health clubs are not essential under emergency conditions but can add to the maintenance of morale by contributing to the personal appearance and physical well being of residents and refugees alike. Where practicable, under the existing emergency conditions and operational restrictions, such community facilities and services should be utilized for the benefit of both the refugee and resident populations. If necessary, the types of services should be limited or provided on a streamlined basis in order to serve the greatest number possible.

The Deputy Supervisor for Personal Care Services in a given Reception/Care District may or may not require an Assistant Supervisor for Personal/Care Services. Personal/Care functions in some situations could be combined with those of the Laundry/Cleaning Services under one Assistant Supervisor. Allowance is made for the need to establish the position in those situations where the provision of Personal/Care Services require far more than normal attention and effort.

**It can be assumed that lavatory and bathing facilities in volunteered residences would be available, in most instances, to evacuees lodged in those residences. It cannot be assumed that this would be true in every instance, however. Also, it cannot be assumed that all volunteered residences would have adequate facilities.

- (2) Coordinates (with the Deputy Supervisor for Special Care Groups) plans and actions, as necessary, to assure the availability of adequate lavatory and bathing facilities for persons lodged in Special Care Facilities.
 - (3) Coordinates with the District's Assistant Manager for Operational Liaison in:
 - (a) Utilizing the Resource and Supply Service for:
 - Construction, repair or modification of lavatory and bathing facilities.
 - Acquisition and installation of essential lavatory and bathing equipment in Congregate Lodgings, Special Care Facilities, and other Personal Care Centers.
 - Determination and implementation of operating restrictions and rationing policies and procedures governing the use of water, sewage systems, power and fuel supplies, or other facilities and services bearing on the provision of Personal/Care Services.
 - (b) Utilizing the Health and Medical Service for the establishment and maintenance of health and sanitary standards in lavatory, bathing, and other Special/Care facilities.
 - (c) Utilizing the Public Safety Service for police surveillance of special lavatory and bathing facilities.
 - (4) Coordinates with the District's Assistant Manager for Administration in the establishment and maintenance of official records and accounts of financial and other commitments incurred in the establishment and provision of Special/Care facilities and services for the District.
- d. Recruits, as necessary, qualified persons to staff Personal/Care Services at the District Level and, where required, to supervise and man Central Personal Care facilities and service centers. Also, provides on-the-job instruction and guidance relating to Personal/Care Services policies and procedures.

Personnel Position No. 66

ASSISTANT SUPERVISOR: PET SHELTER NO. 1*

- a. Assists the Deputy Supervisor: Pet Services to discharge his responsibilities and acts as the Deputy Supervisor: Pet Services in absence or incapacity of that officer.**
- b. Is responsible for the organization and operation of his pet shelter in accordance with its assigned mission and the policies and procedures established by the Deputy Supervisor: Pet Services to govern the handling and maintenance of family pets belonging to evacuees.
 - (1) The Assistant Supervisor for a pet shelter operated within or as an integral part of a Congregate Facility is under the technical direction of the Deputy Supervisor: Pet Services and the administrative direction and supervision of the facility manager.
 - (2) The Assistant Supervisor for a pet shelter not operated within or as an integral part of a Congregate Facility is under both the technical and administrative direction of the Deputy Supervisor: Pet Services.
- c. Through the Deputy Supervisor: Pet Services, requests and utilizes support functions provided by:
 - (1) Resource and Supply Service.
 - (2) Health and Medical Service.
 - (3) Fire Service.
 - (4) Public Safety Service
- d. Sets up and maintains a written record, including a daily log of services provided, for each pet assigned to the Shelter, including:
 - (1) Identification (kind, owner, age, condition, etc.)
 - (2) Time of admission (day and hour)
 - (3) Feeding (types of food and feeding times)
 - (4) Special problems or needs.
 - (5) Treatment of disease or injury and other special services given.
 - (6) Time of discharge (day and hour).

* Reception and Care Districts may have two or more Pet Shelters. The responsibilities and functions set forth apply to all Pet Shelters.

** The Deputy Supervisor: Pet Services is responsible for designating the Assistant Supervisor for one of his Pet Shelters to act in his absence. If there is but one Pet Shelter in the District the Deputy Supervisor and the Assistant Supervisor for the Pet Shelter may well be the same person.

- e. Establishes times and procedures, where practicable, for individuals and families to see their pets.
- f. Obtains qualified staff through the Deputy Supervisor: Pet Services and/or recruits qualified persons to staff the Pet Shelter. Also, provides on-the-job instruction and guidance covering policies and procedures governing the emergency care of pets and the operation of Pet Shelters.*

*Where feasible, persons (paid and volunteer) associated with the management and operation of an on-going animal or pet facility should be used in the management and operation of that facility as an emergency Pet Shelter. Key staff for a Pet Shelter established apart from an on-going pet facility, such as a Pet Shelter in a Congregate Facility, should be recruited from other competent and experienced persons in the community and from competent and experienced persons among the evacuees. Additional personnel, such as assistants and helpers, can be recruited, as needed, from evacuees and residents of the District.

I.

SHELTER PLANNING AND ALLOCATION

(Vertical Organization)

All positions relating to this function are described in the preceding Sections noted below.

Section	Position	Number
A	County R/C Coordinator	1
A	Director: Shelter Planning and Allocation (County)	4
A	Assistant Director: Shelter Assignment (County)	13
A	Assistant Director: Expedient Shelter (County)	14
A	Assistant Director: Shelter Equipment and Supplies (County)	15
A	Assistant Director: Shelter Management (County)	16
B	Deputy R/C Coordinator: Division Level	20
B	Deputy Director: Shelter Planning and Allocation (Division)	21
C	R/C District Manager	25
C	Supervisor: Lodging-Shelter (District)	28
D	Deputy Supervisor: Shelter (Lodging-Shelter Service)	34
D	Assistant Supervisor: NSS Shelter (Lodging-Shelter Service)	37
D	Assistant Supervisor: Expedient Shelter (Lodging-Shelter)	38

For page numbers consult the Reference List on pages 173-179.

J.

AUXILIARY SERVICES

(Vertical Organization)

All positions relating to this function are described in the preceding Sections noted below.

Section	Position	Number
A	County R/C Coordinator	1
A	Director Auxiliary Services (County)	5
A	Assistant Director: Public Education/Training (County)	17
A	Assistant Director: Religious Affairs (County)	18
A	Assistant Director: Recreation (County)	19
B	Deputy R/C Coordinator: Division Level	20
B	Deputy Director: Auxiliary Services (Division)	22
C	Assistant Manager: Operational Liaison (District)	27

For page numbers, consult the Reference List on pages 173-179.

III.

Reference List of PERSONNEL POSITIONS AND TABLES OF ORGANIZATION

The following list identifies every position normally found in the management structure of a host county Reception/ Care organization.

For each position, the list references:

- The appropriate **Tables of Organization** in Part I of this document.
- The appropriate job description in Part II.

All positions are numbered sequentially in the order of their appearance in **Part II: Personnel Positions**. *Command* positions which appear again in the *vertical organization* of particular services or functions are cross-referenced to the original entry.

I. Tables of Organization (Sections)*	Host County Reception/Care Services PERSONNEL POSITIONS	II. Position Descriptions Number Page
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A. County Level
(Command)

A through J	County Reception/Care Coordinator <i>(line)</i>	1	53
A through J	Deputy R/C Coordinator: Welfare-Shelter Operations <i>(line)</i>	2	54
A	Deputy R/C Coordinator: Reception Centers/Rest Areas <i>(line)</i>	3	55
A, I	Director: Shelter Planning and Allocation <i>(staff)</i>	4	56
A, J	Director Auxiliary Services <i>(staff)</i>	5	57
A, D	Assistant Coordinator: Lodging-Shelter <i>(staff)</i>	6	58
A, F	Assistant Coordinator: Feeding <i>(staff)</i>	7	59
A, E	Assistant Coordinator: Registration and Information <i>(staff)</i>	8	60
A, G	Assistant Coordinator: Special Services <i>(staff)</i>	9	62
A, H	Assistant Coordinator: Personal Services/Clothing <i>(staff)</i>	10	63
A	Assistant Coordinator: Reception Center/Rest Area <i>(line)</i>	11	64
A	Assistant Coordinator: Rest Area <i>(line)</i>	12	66
A, I	Assistant Director: Shelter Assignment <i>(staff)</i>	13	68
A, I	Assistant Director: Expedient Shelter <i>(staff)</i>	14	69
A, I	Assistant Director: Shelter Equipment and Supplies <i>(staff)</i>	15	70
A, I	Assistant Director: Shelter Management <i>(staff)</i>	16	71
A, J	Assistant Director: Public Education and Training <i>(staff)</i>	17	73
A, J	Assistant Director: Religious Affairs <i>(staff)</i>	18	74
A, J	Assistant Director: Recreation <i>(staff)</i>	19	75

B. Division Level
(Command)

A, B, C, I, J	Deputy Reception and Care Coordinator: Division <i>(line)</i>	20	79
B, I	Deputy Director: Shelter Planning and Allocation <i>(staff)</i>	21	80
B, J	Deputy Director: Auxiliary Services <i>(staff)</i>	22	81
B, C	Assistant Reception and Care Coordinator: Districts A and B <i>(line)</i>	23	82
B, C	Assistant Reception and Care Coordinator: Districts C and D <i>(line)</i>	24	83

* Tables of Organization appear in (Part I) Sections beginning on the following pages:

A. County Level, page 5.	D. Lodging-Shelter, page 17.	H. Pers. Services/Clothing, page 33.
B. Division Level, page 9.	E. Registration and Info., page 21.	I. Shelter Plan and Allocation, page 37.
C. District Level, page 13.	F. Feeding Service, page 25.	J. Auxiliary Services, page 43.
	G. Special Services, page 29.	

I. Tables of Organization (Sections) *	Host County Reception/Care Services PERSONNEL POSITIONS	II. Position Descriptions Number Page	
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C. District Level
(Command)

B through J	Manager: Reception and Care District___(A, B, C, etc.) (line)	25	87
C through I	Assistant Manager: Administration (staff)	26	88
C through J	Assistant Manager: Operational Liaison (staff)	27	89
A, C, D, I, J	Supervisor: Lodging-Shelter (line)	28	91
A, C, F	Supervisor: Feeding (line)	29	93
A, C, E	Supervisor: Registration and Information (line)	30	94
A, C, G, I, J	Supervisor: Special Services (line)	31	95
A, C, H	Supervisor: Personal Services and Clothing (line)	32	97

D. Lodging-Shelter Service
(Vertical Organization)

A through J	Dep. Coord.: Welfare-Shelter Oper. (County)	2 above	54
A, D	Ass't. Coord.: Lodging-Shelter (County)	6 above	58
B through J	Manager: R/C District	25 above	87
A, C, D, I, J	Supervisor: Lodg.-Shelter (District)	28 above	91
D	Deputy Supervisor: Lodging (staff)	33	101
D, I	Deputy Supervisor: Shelter (staff)	34	102
D	Assistant Supervisor: Congregate Care (staff)	35	103
D	Assistant Supervisor: Residential Areas (staff)	36	104
D, I	Assistant Supervisor: NSS Shelter (staff)	37	105
D, I	Assistant Supervisor: Expedient Shelter (staff)	38	106

(Lodging Section Level)

D, I, J	Deputy Supervisor: Lodging Section No.__(1, 2, etc.) (line)	39	107
D, I, J	Manager: Congregate Facility No.__(Survey no., name, address)(line)	40	108
D, I, J	Lodging Aide: Residential Area__(area, neighborhood) (line)	41	110

* Tables of Organization appear in (Part I) Sections beginning on the following pages:

A. County Level, page 5.	D. Lodging-Shelter, page 17.	H. Pers. Services/Clothing, page 33.
B. Division Level, page 9.	E. Registration and Info., page 21.	I. Shelter Plan. and Allocation, page 37.
C. District Level, page 13.	F. Feeding Service, page 25.	J. Auxiliary Services, page 43.
	G. Special Services, page 29.	

I. Tables of Organization (Sections) *	Host County Reception/Care Services PERSONNEL POSITIONS	II. Position Descriptions Number Page
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E. Registration and Information Service
(Vertical Organization)

A through J	Dep. Coord.: Welfare-Shelter Oper (County)	2 above	54
A, E	Ass't. Coord.: Reg. and Info. (County)	8 above	60
B through J	Manager: R/C District	25 above	87
A, C, E	Supervisor: Reg. and Info. (District)	30 above	94
E	Deputy Supervisor: Registration (line)	42	115
E	Deputy Supervisor: Inquiry Services (line)	43	118
E	Deputy Supervisor: Information and Referral (line)	44	121
E	Assistant Supervisor of Registration: Lodging Section (line)	45	125
E	Assistant Supervisor of Information and Referral: Lodging Sec. (line)	46	127

F. Feeding Service
(Vertical Organization)

A through J	Dep. Coord.: Welfare-Shelter Oper. (County)	2 above	54
A, F	Ass't. Coord.: Feeding (County)	7 above	59
B through J	Manager: R/C District	25 above	87
A, C, F	Supervisor: Feeding (District)	29 above	93
F	Deputy Supervisor: Fixed Feeding Stations (line)	47	131
F	Deputy Supervisor: Support Units (line)	48	133
F	Deputy Supervisor: Mobile Units (line)	49	134
F	Assistant Supervisor: Feeding Station No. 1 (etc.) (line)	50	135
F	Assistant Supervisor: Support Unit No. 1 (etc.) (line)	51	137
F	Assistant Supervisor: Mobile Unit No. 1 (etc.) (line)	52	138

G. Special Services
(Vertical Organization)

A through J	Dep. Coord.: Welfare-Shelter Oper. (County)	2 above	54
A, G	Ass't. Coord.: Special Services (County)	9 above	62
B through J	Manager: R/C District	25 above	87
A, C, G, I, J	Supervisor: Special Services (District)	31 above	95

*Tables of Organization appear in (Part I) Sections beginning on the following pages:

A. County Level, page 5.	D. Lodging-Shelter, page 17.	H. Pers. Services/Clothing, page 33.
B. Division Level, page 9.	E. Registration and Info., page 21.	I. Shelter Plan. and Allocation, page 37.
C. District Level, page 13.	F. Feeding Service, page 25.	J. Auxiliary Services, page 43.
	G. Special Services, page 29.	

I. Tables of Organization (Sections)*	Host County Reception/Care Services PERSONNEL POSITIONS	II. Position Descriptions Number Page
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Special Services (Continued)

G	Deputy Supervisor: Emergency Financial Assistance (line)	53	141
G	Deputy Supervisor: Guidance and Counsel (line)	54	143
G	Deputy Supervisor: Special Care Groups (line)	55	145
G	Assistant Supervisor: Financial Assistant, Lodging Section (line)	56	147
G	Assistant Supervisor: Guidance and Counsel, Lodging Section (line)	57	149
G	Assistant Supervisor: Special Care Facility (line)	58	151

H. Personal Services/Clothing
(Vertical Organization)

A through J	Dep. Coord.: Welfare-Shelter Oper. (County)	2 above	54
A, H	Ass't. Coord.: Pers. Services/Clothing (County)	10 above	63
B through J	Manager: R/C District	25 above	87
A, C, H	Supervisor: Pers. Services/Clothing (District)	32 above	97
H	Deputy Supervisor: Clothing (line)	59	155
H	Deputy Supervisor: Personal Care Services (line)	60	157
H	Deputy Supervisor: Pet Service (line)	61	159
H	Assistant Supervisor: Clothing Purchase and Supply (line)	62	161
H	Assistant Supervisor: Used Clothing (line)	63	162
H	Assistant Supervisor: Laundry and Cleaning Services (line)	64	163
H	Assistant Supervisor: Personal Care Services (line)	65	165
H	Assistant Supervisor: Pet Shelter (line)	66	167

I. Shelter Planning and Allocation
(Vertical Organization)

A through J	County R/C Coordinator	1 above	53
A, I	Director: Shelter Plan./Allocation (County)	4 above	56
A, I	Ass't Director: Shelter Assignment (County)	13 above	68
A, I	Ass't. Director: Expedient Shelter (County)	14 above	69
A, I	Ass't. Director: Shelter Equip. and Supplies (County)	15 above	70
A, I	Ass't. Director: Shelter Management (County)	16 above	71
A, B, C, I, J	Deputy R/C Coordinator: Division Level	20 above	79

*Tables of Organization appear in (Part I) Sections beginning on the following pages:

A. County Level, page 5.	D. Lodging-Shelter, page 17.	H. Pers. Services/Clothing, page 33.
B. Division Level, page 9.	E. Registration and Info., page 21.	I. Shelter Plan. and Allocation, page 37.
C. District Level, page 13.	F. Feeding Service, page 25.	J. Auxiliary Services, page 43.
	G. Special Services, page 29.	

I. Tables of Organization (Sections)*	Host County Reception/Care Services PERSONNEL POSITIONS	II. Position Descriptions Number Page
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Shelter Planning and Allocation (Continued)

B, I	Dep. Director: Shelter Plan./Allocation (Division)	21 above	80
B through J	Manager: R/C District	25 above	87
A, C, D, I, J	Supervisor: Lodging and Shelter (District)	28 above	91
D, I	Deputy Supervisor: Shelter (District)	34 above	102
D, I	Ass't. Supervisor: NSS Shelter (District)	37 above	105
D, I	Ass't. Supervisor: Expedient Shelter (District)	38 above	106

J. Auxiliary Services
(Vertical Organization)

A through J	County R/C Coordinator	1 above	53
A, J	Director: Auxiliary Services (County)	5 above	57
A, J	Ass't. Director: Public Ed. and Training (County)	17 above	73
A, J	Ass't. Director: Religious Affairs (County)	18 above	74
A, J	Ass't. Director: Recreation (County)	19 above	75
A, B, C, I, J	Deputy R/C Coordinator—Division Level	20 above	79
B, J	Deputy Director: Aux. Services (Division)	22 above	81
C through J	Ass't. Manager: Operational Liaison (District)	27 above	90

*Tables of Organization appear in (Part I) Sections beginning on the following pages:

A. County Level, page 5.	D. Lodging-Shelter, page 17.	H. Pers. Services/Clothing, page 33.
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IV.

ALTERNATIVE STAFFING LEVELS

Host County R/C Service

The five staffing levels described below correspond to successive stages in the gradual buildup of a host county R/C organization. For Tables of Organization and Job Descriptions, consult the designated Position Number in the preceding Reference List (Part III, above).

	Positions	Position Number
Level One:	County R/C Coordinator	1
	Deputy Coord.: Welfare-Shelter Operations	2
	(County) Director: Shelter Plan. and Allocation	4
Level Two:	All above	
	Dep. R/C Coord.: Reception Ctrs./Rest Areas	3
	Ass't. (County) Coordinators for:	
	Lodging-Shelter	6
	Feeding	7
	Special Services	9
	Ass't. (County) Directors for:	
	Shelter Assignment	13
Shelter Equip. and Supplies	15	

	Positions	Position Number
Level Three:	All Above	
	(County) Director: Auxiliary Services	5
	Ass't (County) R/C Coordinators for:	
	Registration and Info.	8
	Pers. Services/Clothing	10
	Ass't. (County) Director for Shelter Mgmt.	16
	Dep. R/C Coordinators: Divisions (if Divisions are used in the County)	20
	R/C District Managers	25
 Level Four:	All above	
	Ass't. (County) Coordinators for:	
	Reception Centers/Rest Areas	11
	Rest Areas	12
	(District) Supervisors for:	
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 Level Five:	All 66 management positions described in this volume, and listed in the Reference List of Personnel Positions beginning on page 173. (As noted in the job descriptions, however, the Division-level positions and certain other specific positions may not be required in every county.)	

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**RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES.
VOLUME IV: TABLES OF ORGANIZATION—STAFF RESPONSIBILITIES.**

Unclassified

Human Sciences Research, Inc., October 1976. 182 pages.
Contract No. DCPA 01-75-C-0309, Work Unit 4412F and
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This document is Volume IV of *Reception and Care Planning Guidance for Host Communities*, which describes Reception/Care planning steps, instructions for developing specific local (County-level) plans, and the detailed management structure for a local Reception/Care effort. This volume provides (I) Tables of Organization for all elements of a host area Reception/Care Service, (II) job descriptions for each of 66 personnel positions normally found in a local organization, (III) a cross-reference list relating job descriptions to organizational charts, and (IV) a listing of

personnel positions included in each of five (successively more complete) levels of staffing.

Tables of Organization and job descriptions are clustered in ten modules, corresponding to organizational elements, which may be used separately for planning or training purposes, and each job description may be reproduced separately for use in orientation, training, or operations.

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