

## **Suggested Organizational Structure Overview**

After several years of doing this work, Annunciation House suggests that temporary hospitality centers adopt some version of the following suggested organizational structure. Obviously, it is important that each site adopt the system to fit their specific needs and volunteer community.

### **Site Director:**

Annunciation House suggests that each site pick one person who is ultimately responsible with the overall coordination of the site. While this person is not required to be present daily, he or she should be responsible for ensuring that the site runs smoothly and should serve as the primary point of contact with Annunciation House, especially in relation to coordinating refugee arrival times, immigration policy changes, and responding to emergencies. This person is also responsible for maintaining close communication with the people in charge of the site/building/parish, such as with the priest(s), pastor(s), board of directors, etc. The Site Director is also responsible for referring new volunteers to the appropriate committee chairs and scheduling the Shift Coordinators

### **Site Shift Coordinator:**

Annunciation House suggests that a Site Shift Coordinator is present at the site every day between the hours of 7am and 10pm. Most sites divide the day into two shifts, one from 7am-2pm and another from 2pm-10pm, though other sites have successfully experimented with dividing the day into shorter shifts depending on volunteer availability. Site Shift Coordinators are the persons with overall responsibility for the operation and supervision of the hospitality center during their shift. These volunteers must be very responsible, conversationally fluent in Spanish, trustworthy, dependable, mature, with strong organizational skills and initiative. The Shift Coordinator is responsible for coordinating the intake process of new refugees, assigning beds, and ensuring that new arrivals are provided with a change of clothes, a shower, a meal, and a chance to make travel arrangements. The Shift Coordinator is “in charge” of the entire site during their shift, and also maintains frequent communication with Annunciation House.

### **Committee Chairs:**

If possible, Annunciation House suggests that each site attempt to identify two committee chairs to head up each of the following committees. The suggestion for two chairs is based on experience; this way, if one of the committee chairs falls ill or goes on vacation, the other chair can help fill the gap. The responsibilities of each committee are discussed in depth later in this manual. The suggested committees are the following (though flexibility is welcomed):

- Building Maintenance & Custodial
- Bedding & Laundry
- Kitchen, Meals, & Food
- Care Packages
- Clothing Bank & Clothing Donations
- Toiletries & Medical Supplies
- Travel Arrangements & Transportation

### **Support Volunteers:**

Annunciation House recognizes that providing hospitality to refugees requires the dedicated service of dozens of volunteers. Committee Chairs are NOT EXPECTED to work at the sites daily; rather, they are expected to find, coordinate, and schedule volunteers to fulfill the needs of their committee. The Shift Coordinator may also schedule additional general “support volunteers” to assist with whatever is needed during shifts, especially during the busy times of new arrivals. . This includes doing refugee intakes, entering information into computer, staffing center office, greeting visitors, taking donations, etc. At many sites, overnight volunteers sleep at the shelter in case of emergencies or other needs that may arise from 10pm-7am.

## **Site Director and Shift Coordinators**

The Site Director is ultimately responsible with the overall coordination of the site. While this person is not required to be present daily, he or she should be responsible for ensuring that the site runs smoothly and should serve as the primary point of contact with Annunciation House, especially in relation to coordinating refugee arrival times, immigration policy changes, and responding to emergencies. This person is also responsible for maintaining close communication with the people in charge of the site/building/parish, such as with the priest(s), pastor(s), board of directors, etc. The Site Director is also responsible for referring new volunteers to the appropriate committee chairs, scheduling the Shift Coordinators, and managing the various Committee Chairs.

Responsibilities Include:

- Communicating regularly with Annunciation House,
- Volunteer recruitment, outreach, and scheduling
- Managing Committee Chairs and providing support to the Committees as needed
- Donation recruitment and proper management of financial donations made to the site
- Ensuring safety and security of the site
- Ensuring there is adequate space available at the site to meet refugee hospitality needs, including:
  - Space for Orientation and Intake
  - Space for Cots
  - Space for Dining (and a kitchen unless all meals are prepared off-site)
  - Space(s) for Restrooms and Showers
  - Space(s) for a Clothing Bank, Toiletries, and Medical Supplies
  - Space to Store and Sort Donations
  - Space in which an overnight volunteer can sleep

Shift Coordinators are the persons with overall responsibility for the operation and supervision of the hospitality center during their shift. These volunteers must be very responsible, conversationally fluent in Spanish, trustworthy, dependable, mature, with strong organizational skills and initiative. The Shift Coordinator is responsible for coordinating the intake process of new refugees, assigning beds, and ensuring that new arrivals are provided with a change of clothes, a shower, a meal, and a chance to make travel arrangements. The Shift Coordinator is “in charge” of the entire site during their shift, and also maintains frequent communication with Annunciation House.

Responsibilities Include:

- Ensuring safety and security of all in building
- Assessing medical emergencies and calling 911 when needed
- Assuring adequate coverage and smooth operations of all stages of the refugee hospitality process, including:
  - Welcome and Orientation
  - Intake and Registration
  - Travel Arrangements and Transportation
  - Clothing Bank, Toiletries, and Medical Supplies
  - Showers
  - Cleaning and Building Maintenance
  - Meals and Care Packages
  - Support Volunteer Management
- Communicating regularly with Annunciation House, including providing counts of refugee arrivals and headcounts of refugees sleeping at the site each night.
- Communicating regularly with the Site Director
- Troubleshooting and problem solving re: any challenges/ irregularities that present themselves
- Addressing any concerns that present themselves re: individual volunteers, volunteer staffing, etc.